



# SETRAC Off the Grid Communications Drill June, 2023

After-Action Report/Improvement Plan

June 21, 2023

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>June 21, 2023</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>	Severe storms 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 June 2023 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 125 participating facilities/agencies able to establish alternate communication with the CMOC. Of the 125 participants there were 114 that communicated using web-based texting service, 12 utilizing the HAM Radio through the Houston Amateur Radio Network, and Two (2) participating agencies using satellite to satellite phones. The satellite phone reception was very poor while conducting this drill. Several agencies performed redundant communications using different Off the Grid capabilities during this drill.

### **Additional HAM Information:**

The Houston Area Hospital Amateur Radio Net conducted the amateur radio component of the SETRAC Off the Grid Drill on 06/21/2023 from 1000 to 1100 hrs. The purpose of this net and the drill was to ensure that amateur radio stations located at hospital facilities and emergency response agencies were operational. Communications equipment like radios, cables, and antennas were tested through participation in the net. 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.

A total of 12 facilities/Agencies and 13 radio operators checked in on the net.

#### **1. Check-ins from hospital facilities**

Seven hospitals checked in from their radio rooms with a total of 8 radio operators. (Note that WB5HJB checked in from Houston HCA Northwest and TEC Main campus.) All were clearly audible with strong signals.

<b>Hospital / Tactical Call Sign (opt)</b>	<b>Radio Operator Call Signs</b>
MD Anderson	KI5ZES
Houston HCA Northwest Medical Center / W5MWM	WB5HJV
Methodist Continuing Care	KD5PQJ
Methodist West / KT5MW	W5WMC
Methodist Willowbrook	W0PCW, KD5U
Texas Children's Main Campus / K5TCH	WB5HJV
Texas Children's Woodlands / K5TCHW	KG5EYW, K1ATM



## 2. Check-ins from emergency response agencies

Four served agencies checked in with a total of 5 radio operators. Signals were good to strong and clearly audible.

Agency / Tactical Call Sign (opt)	Radio Operator Call Signs
Atascocita Fire EOC (SETRAC #19)	KF5VIK
Ft. Bend County Homeland Security & EOC	WD8RZA, WM5N
Ft. Bend County District 1 EOC	K0LTB
Waller County EOC / W5SAM	KB5DTS

An optional digital check-in was included in the drill for those facilities with radios capable of digital communications. For the digital check-in, a Winlink message was sent to an email address. The message could be sent in either VHF/UHF or telnet modes. There were **nine** digital check-ins.

Hospital or Emergency Response Agency	Radio Operator Call Signs
Atascocita Fire Emergency Services	KF5VIK
Waller County EOC	W5SAM
Ft. Bend County Homeland Security & EOC	WD8RZA, WM5N
Methodist West Hospital / KT5MW	W5WMC
Methodist Willowbrook Hospital	KD5U
Methodist Continuing Care Hospital	KD5PQJ
Red Cross	WB5HJV
Houston HCA Northwest Medical Center / W5MWM	WB5HJV
Texas Childrens Hospital Main Campus / K5TCH	WB5HJV

## 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 and Advance HAM training 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)

1ST CHOICE HOSPICE, LLC	
1st Texas Home Health	
A-1 Home Health Care	
ABC Home Health	
Accentcare Galveston and Lake Jackson	
Angelina County & Cities Health District	
Atascacita Fire EOC	H
Baptist Beaumont Hospital	
Beaumont Emergency Hospital	
Central home health services of Texas	
CHI St Luke's Health Livingston	
CHI St Luke's Health Lufkin	
CHI St Luke's The Woodlands	
CHI St Luke's Health Memorial Medical Center	
CHI St Luke's Health Springwoods Village	
CHI St Luke's Health Lakeside	
CHRISTUS St. Mary Outpatient Center ER	
City of Houston Health Department laboratory	
City of Port Arthur Public Health	
Clarewood House Extended Care Center	
Coastal Health & Wellness / Galveston County Health District	
Columbus Community Hospital	
Commitment To Caring	
Cornerstone Hospital Group - Conroe	
Cypress Assisted Living (4 locations)	
Cypress Creek Rehabilitation and healthcare Center	
Dedicated Home Health	
Devotion Hospice	
Eden hospice	
Encompass Health Cypress	
Encompass Health Rehabilitation Hospital of Humble	
Encompass Health Sugar Land	
FBC EMROG	
FBC District 1 EOC	H
FBC HS&EM	H
Fresenius Midtown Kidney Center Houston	
Fresenius Medical Care Brazos	
Fresenius Medical Care Sugar Land	

Harris County Public Health	
Health Care Temporaries Inc.	
HCA Houston Healthcare Northwest	H
Heritage Park of Katy	
Home Health Care Network Inc	
Home Health Unlimited, Inc	
Houston Health Dept. Bureau of Laboratories LRN	
Houston Hospice	
Houston Methodist Baytown	
Houston Methodist Continuing Care	H
Houston Methodist Hospital West	
Houston Methodist Sugar Land	
Houston Methodist West	H
Houston Methodist Willowbrook	H
Houston Physician Hospital	
Huntsville Memorial Hospital	
Kindred Clear Lake	
Kindred Hospital Sugar Land	
Legacies Nursing & Rehabilitation	
Liberty Dayton RMC	
Lifecare Options Home Health	
Lifeway Healthcare Inc	
Memeeha llc	
Memorial Hermann System	
Memorial Hermann Cypress	
Memorial Hermann Greater Heights	
Memorial Hermann Katy	
Memorial Hermann Memorial City	
Memorial Hermann Pearland	
Memorial Hermann Rehabilitation Hospital - Katy	
Memorial Hermann Rockets Orthopedic Hospital	
Memorial Hermann Southeast	
Memorial Hermann Southwest	
Memorial Hermann Sugar Land Hospital	
Memorial Hermann TMC	
Memorial Hermann Childrens	
Memorial Hermann Orthopedic and Spine Hospital	
Memorial Hermann Pearland	
Memorial Hermann The Woodlands	
MRC Creekside Retirement Community	
Noble health inc.	
Nurses Night & Day, Inc	
OakBend Medical Center Jackson	
OakBend Medical Center Wharton	



OakBend Medical Center Williams Way	
PAM Health Rehabilitation Hospital of Humble	
PAM Rehabilitation Hospital of Clear Lake-South	
PAM Rehabilitation Hospital of Humble	
Paradigm at Kountze	
Paradigm at the Pines	
Paradigm at Faith Memorial	
Paradigm Northwest	
Parkside Surgery Center	
Perpetual Home Health, LLC	
Red Cross Houston	H
Regent Care Center of Kingwood	
Regent Care Center The Woodlands	
Regent Care of League City	
Richmond State Supported Living Center	S
RiverKids Pediatric Home Health	
Rollingbrook Rehabilitation	
Sabine County Hospital	
Seven Acres Jewish Senior Care Services	
Silverado Hospice North Houston	
Silverado Hospice South Houston	
St Luke's Health Patients Medical Center	
Sweeny Hospital	
Texas Children's Hospital TMC	H
Texas Children's The Woodlands	H
The Heights on Valley Ranch	
TIRR Memorial Hermann	
Trucare Hospice and Palliative Services	
University of Texas MD Anderson Cancer Center	H, S
UT Health HCPC	
UT Health Dunn Behavioral Science	
UTMB Clear Lake Campus	
Vibra Life Of Katy	
Village II Dialysis	
VITAS Hospice	
Walker Co. EOC	
Waller County EOC	H
Wells LTC Nursing and Rehabilitation	
West Wynde Health Services	
Winners Healthcare Solutions Inc.	
Xtra-Care Home Health Inc	

H = HAM Radio    S = Satellite Phone