



SETRAC

Off the Grid

Communications Drill

June 25, 2024

After-Action Report/Improvement Plan

June 25, 2024

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 25, 2024
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 the Regional Healthcare Preparedness Coalition (RHPC) to establish communications with the CMOC in the event of a region-wide disruption of communications.
Threat or Hazard	Region-wide Communication Outage
Scenario	A cyber-attack has disrupted several communications functions across Southeast Texas, redundant backup communications systems are unavailable.
Participating Organizations	See Appendix B
Point of Contact	Lisa Spivey 832.849.7304 Lisa.spivey@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)
Assess the ability of the Regional Healthcare Preparedness Coalition (RHPC) to establish communications with the CMOG in the event of a region-wide disruption of communications.	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 communications with the CMOC in the event of a region-wide disruption of communications.

Overview

SETRAC conducted their December Off the Grid Drill in on June 25, 2024 from 10:00am-11:00am. The Houston Area Hospital Amateur Radio Net conducted the amateur radio component for this drill. 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 and utilizing SETRAC’s mobile command and communications vehicle at their warehouse facility. In all 126 Agencies/Facilities participated in this drill. Several agencies/facilities utilized multiple means of transmission for this drill.

HAM Radio or Digital Check-in – 37
Texting Platform - 89

With the increased emphasis of redundant communications from SETRAC and the hosting of several HAM radio training and licensing courses we have identified an increased usage and capabilities across the region on the HAM and Digital operations and check-ins. Continuing this effort will greatly enhance and better our regional communication capabilities region wide.

A total of 10 facilities and 12 radio operators checked in on the net.

1. Check-ins from hospital facilities

10 hospitals checked in, 8 from their radio rooms, with a total of 12 radio operators. All were clearly audible with strong signals.

Hospital	Radio Operator Call Signs
Methodist Willowbrook Hospital	W0PCU, KD5U
Methodist West Hospital / KT5MW	KI5RTE
Methodist Continuing Care Hospital	KD5PQJ
Methodist Baytown Hospital	KG5WZD
UTMB Galveston	K5OB <remote>
Memorial Hermann Hospital TMC	KI5ROT
Memorial Hermann Children’s Hospital TMC	KI5ROT
Clarewood House Nursing Home & Assisted Living	KJBQN
MD Anderson Hospital	KI5ZDS
Texas Children’s Hospital Woodlands	KG5EYW, K1ATM



2. Check-ins from emergency response agencies

7 emergency response agencies checked in with a total of 8 radio operators. Signals were good to strong and clearly audible.

Agency / Tactical Call Sign (opt)	Radio Operator Call Signs
Ft. Bend County EOC	K0LTB
Atascocita Fire & EOC	KF5VIK
Ft. Bend County EOC EMROG	K5GOL <mobile>
Pasadena EOC/ W5PAS	WB5TAD
Galveston EOC	K5MSF
ARES D-14	AD5CQ, KJ5FLD
Ft. Bend County HSOEM	WD8RZA

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 11 digital check-ins.

Hospital or Emergency Response Agency	Radio Operator Call Signs
Methodist West Hospital / KT5MW	KI5RTE
Atascocita Fire Department Station 19 EOC	KF5VIK
Methodist Continuing Care Hospital	KD5PQJ
Baytown Methodist Hospital	KG5WZD
Ft. Bend County EOC	K0LTB
Pasadena Office of Emergency Management / W5PAS	W5PAS
ARES D-14	AD5CQ
UTMB Galveston	K5OB <remote>
Donald J. Deyo, DVM	K5MSF
ARES D-1 Montgomery County	AJ5TX
Methodist Willowbrook Hospital	KD5U, W0PCU

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)

AGENCY/ORGANIZATION	METHOD
1. A Compassionate Care Home Health	T
2. ACE Healthcare Services INC	T
3. AD5CQ	H
4. Altus Lumberton Hospital	T
5. ARES D14NW	H
6. ARES of Montgomery County	H
7. Atascocita Fire & EOC	H
8. Baptist Beaumont Hospital	T
9. Bayside Community Hospital	T
10. Beaumont Emergency Hospital	T
11. Behavior Treatment and Training Center	T
12. Best Dominion Healthcare Services, Inc	T
13. Birchwood of Springbranch	T
14. C C C Healthcare INC	T
15. Christus St. Elizabeth	T
16. City of South Houston EMS Department	T
17. Clarewood House	H
18. Cleveland Health Care Center	T
19. Coastal Health & Wellness	T
20. Eden Hospice Care Services	T
21. El Campo EMS	T
22. Encompass Health Humble	T
23. Exceptional Beaumont and Port Arthur Department of Altus Lumberton	T
24. Exceptional Emergency Orange Department of Altus Lumberton	T
25. Fort Bend County EC	H,T
26. Fort Bend County Office EMROG	H,T
27. Fort Bend County HSOEM	H
28. Fresenius Kidney Care Houston/Midtown Kidney Center	T
29. Fresenius Kidney Care Katy North	T
30. Galveston County OEM	H
31. Golden Triangle Emergency Center, LLC	T
32. Harris County ESD 6 -North Channel	T
33. HCA Houston Healthcare Kingwood	T
34. HCA Houston Healthcare Medical Center	T
35. HCA Houston Healthcare Tomball	T
36. Homewatch Care Givers of Houston Galleria	T

37. Hospice in the Pines	T
38. Houston Health Department	T
39. Houston Hospice	T
40. Houston Methodist Baytown Hospital	H
41. Houston Methodist Continuing Care	H
42. Houston Methodist Hospital - TMC	T
43. Houston Methodist Hospital West	H
44. Houston Methodist Willowbrook	H
45. IPR Healthcare System, Inc	T
46. Kindred Hospital Sugar Land	T
47. Kingwood Endoscopy	T
48. LBJ Hospital	T
49. Liberty Dayton RMC	T
50. Lufkin State Supported Living Center	T
51. Matagorda Regional Medical Center	T
52. Memeeha llc	T
53. Memorial Hermann Children's	H,T
54. Memorial Hermann Cypress	T
55. Memorial Hermann Katy	T
56. Memorial Hermann Memorial City	T
57. Memorial Hermann Pearland	T
58. Memorial Hermann Rockets Orthopedic Hospital	T
59. Memorial Hermann Southeast	T
60. Memorial Hermann Southwest	T
61. Memorial Hermann Surgical Hospital Kingwood	T
62. Memorial Hermann the Woodlands	T
63. Memorial Hermann TMC	H,T
64. Mzee Home Care Services, LLC	T
65. Nacogdoches Medical Center	T
66. Nurses Night & Day, Inc.	T
67. Paradigm at the Prairies	T
68. Pasadena Office of Emergency Communication	H
69. Rice Medical Center	T
70. Sabine County Hospital	T
71. Silverado Hospice of Houston	T
72. Silverado Hospice South Houston	T
73. Southern Touch Home Health	T
74. Spindletop Center	T
75. St Luke's Heath Memorial San Augustine	T
76. St. Luke's Health Memorial Livingston	T
77. SUN Behavioral Houston	T
78. Sweeny Community Hospital	T
79. Texas Children's Hospital	T

80. Texas Children's Hospital -The Woodlands	H
81. Texas Orthopedic Hospital	T
82. The Heights of Tomball	T
83. The Medical Center of Southeast Texas	T
84. Tuscany Village	T
85. Tyler County Hospital	T
86. UT MD Anderson Cancer Center	H,T
87. UTHealth Houston HCPC/DCB	T
88. UTMB Galveston	H
89. Windsor Houston	T

H = HAM Radio T = Text