



# SETRAC Off the Grid Communications Drill June 13, 2025

## After-Action Report/Improvement Plan June 13, 2025

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 13, 2025
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
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## 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"> <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**

SETRAC conducted their December Off the Grid Drill in on June 13, 2025 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 159 Agencies/Facilities participated in this drill. Several agencies/facilities utilized multiple means of transmission for this drill.

#### **HAM Radio or Digital Check-in – 35 Texting Platform - 154**

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 20 facilities/agencies and 23 radio operators checked in on the net.**

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

**10 hospitals checked in with a total of 14 radio operators.** Signals were good to strong and clearly audible.

<b>Hospital</b>	<b>Radio Operator Call Signs</b>
<b>2. Clarewood House</b>	<b>KJ5BOJ</b>
<b>3. HCA Houston Northwest Hospital</b>	<b>WD5X</b>
<b>4. Houston Methodist Continuing Care Hospital</b>	<b>KD5PQJ</b>
<b>5. Houston Methodist West Hospital</b>	<b>KW5WMC KI5RTE K50B K5SEK</b>
<b>6. Houston Methodist Willowbrook Hospital</b>	<b>W2JJB</b>
<b>7. Huntsville Memorial Hospital</b>	<b>WA2HRF</b>
<b>8. Matagorda Regional Medical Center</b>	<b>KJ5ESO</b>
<b>9. Memorial Hermann Hospital TMC</b>	<b>KI5ROT</b>
<b>10. Northwest Community Health Tomball</b>	<b>KT3X</b>

Texas Children's Hospital Woodlands	KG5EYW K1ATM
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## 11. Check-ins from emergency response agencies

9 emergency response agencies checked in with a total of 11 radio operators. Signals were good to strong and clearly audible.

Agency / Tactical Call Sign (opt)	Radio Operator Call Signs
1. American Red Cross	WB5HJV
2. Amateur Radio Emergency Service	AD5CQ KC5LAA KA9IKK
3. Atascocita Fire Dept.	KFVIK
4. Ft. Bend County EOC	WM5N
5. Harris County Public Health	KI5SRC
6. Harris County Office of Homeland Security and Emergency Management	K5SEK
7. League City EOC	KC5LAA
8. Texas RACES	AG5QR
9. Walker County OEM	WA2HRF

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 10 digital check-ins from 8 facilities/agencies.**

Hospital or Emergency Response Agency	Radio Operator Call Signs
1. Amateur Radio Emergency Service	AD5CQ KA9IKK KC5LAA
2. American Red Cross	WB5HJV
3. Atascocita Fire Dept.	KF5VIK
4. Houston Methodist West Hospital	KI5RTE
5. Houston Methodist Willowbrook Hospital	W2JJB
6. Northwest Community Health Tomball	KT3X
7. Texas RACES	AG5QR
8. Walker County OEM	KB5DTS

## 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		Method
1.	1st Accurate Home Health Service	T
2.	1st Choice Hospice, LLC	T
3.	1st Texas Home Health	T
4.	A Life Saver Assisted Living	T
5.	ABL Home Health Services, Inc.	T
6.	ABL Home health Services, Inc.	T
7.	Ace Healthcare Services, Inc.	T
8.	Advanced Home Health	T
9.	Altus Hospice Beaumont	T
10.	Altus Lumberton Hospital	T
11.	Amateur Radio Emergency Service	H
12.	American Red Cross	H
13.	Aqua Fort Bend Dialysis	T
14.	Atascocita Fire Dept.	H
15.	Baptist Beaumont Hospital	T
16.	Baylor St. Lukes Medical Center	T
17.	Bayside Community Hospital	T
18.	Beaumont Emergency Hospital	T
19.	Behavioral Hospital of Bellaire	T
20.	Best Dominion Healthcare Services, Inc.	T
21.	Brazoria County Health Department	T
22.	Broadmoor at Creekside Park	T
23.	Castle Pines	T
24.	Cathy Home Care	T
25.	Chambers County Arboretum	T
26.	Chambers County Public Health	T
27.	CHI St. Luke's Health Memorial Livingston	T
28.	CHI St. Luke's Health Memorial Lufkin	T
29.	CHI St. Luke's Health Memorial San Augustine	T
30.	Children's Memorial Hermann Hospital	T
31.	Christus Hospital Orange	T
32.	Christus Hospital St. Elizabeth	T
33.	Christus Hospital St. Mary	T
34.	City of Houston MOPSH	T
35.	City of Wharton EMS	T

<b>36. Clarewood House</b>	<b>H</b>
<b>37. ClearSky Rehabilitation Hospital of Baytown</b>	<b>T</b>
<b>38. College Street Health Care Center</b>	<b>T</b>
<b>39. Colonial Assisted Living Bay City</b>	<b>T</b>
<b>40. Columbus Community Hospital</b>	<b>T</b>
<b>41. Cypress Assisted Living</b>	<b>T</b>
<b>42. Cypress Woods Care Center</b>	<b>T</b>
<b>43. Dedicated Home Health</b>	<b>T</b>
<b>44. Devotion Hospice</b>	<b>T</b>
<b>45. Diboll Nursing and Rehab</b>	<b>T</b>
<b>46. El Campo Memorial Hospital</b>	<b>T</b>
<b>47. El Shaddai Care Services, Inc.</b>	<b>T</b>
<b>48. Elite Hospital Kingwood</b>	<b>T</b>
<b>49. Encompass Health Rehabilitation Hospital of Humble</b>	<b>T</b>
<b>50. Encompass Health Rehabilitation Hospital of Sugar Land</b>	<b>T</b>
<b>51. Encompass Health Rehabilitation Hospital The Vintage</b>	<b>T</b>
<b>52. Encompass Health Rehabilitation Hospital Vision Park</b>	<b>T</b>
<b>53. Encompass Health Rehabilitation Hospital of The Woodlands</b>	<b>T</b>
<b>54. Exceptional Emergency Center Beaumont</b>	<b>T</b>
<b>55. Exceptional Emergency Center Orange</b>	<b>T</b>
<b>56. Exceptional Emergency Center Port Arthur</b>	<b>T</b>
<b>57. Exceptional ER Beaumont</b>	<b>T</b>
<b>58. Exceptional ER Orange</b>	<b>T</b>
<b>59. Exceptional ER Port Arthur</b>	<b>T</b>
<b>60. Focused Care at Huntsville</b>	<b>T</b>
<b>61. Focused Care at Summer Place</b>	<b>T</b>
<b>62. Forest Cove Assisted Living</b>	<b>T</b>
<b>63. Fresenius Medical Care Sugar Land</b>	<b>T</b>
<b>64. Ft. Bend County EOC</b>	<b>T</b>
<b>65. Harris County Office of Homeland Security and Emergency Management</b>	<b>T</b>
<b>66. Harris County Public Health</b>	<b>H&amp;T</b>
<b>67. HCA Houston Healthcare Conroe</b>	<b>T</b>
<b>68. HCA Houston Healthcare Kingwood</b>	<b>T</b>
<b>69. HCA Houston Healthcare Tomball</b>	<b>T</b>
<b>70. HCA Houston Healthcare Northwest Hospital</b>	<b>T</b>
<b>71. Home Health Unlimited, Inc.</b>	<b>T</b>
<b>72. Houston Hospice</b>	<b>T</b>
<b>73. Houston Methodist Continuing Care Hospital</b>	<b>T&amp;H</b>
<b>74. Houston Methodist Sugar Land</b>	<b>T</b>
<b>75. Houston Methodist West Hospital</b>	<b>H</b>
<b>76. Houston Methodist Willowbrook Hospital</b>	<b>H</b>



<b>77.</b>	<b>Huntsville Memorial Hospital</b>	<b>H&amp;T</b>
<b>78.</b>	<b>Impact Home Care and Staffing</b>	<b>T</b>
<b>79.</b>	<b>Jasper Memorial Hospital</b>	<b>T</b>
<b>80.</b>	<b>K's Place Personal Care Home</b>	<b>T</b>
<b>81.</b>	<b>Kindered Hospital Sugar Land</b>	<b>T</b>
<b>82.</b>	<b>Kingwood Endoscopy</b>	<b>T</b>
<b>83.</b>	<b>Kingwood Rehabilitation and Healthcare</b>	<b>T</b>
<b>84.</b>	<b>Lakewest Skilled Nursing</b>	<b>T</b>
<b>85.</b>	<b>League City EOC</b>	<b>H&amp;T</b>
<b>86.</b>	<b>Lufkin State Supported Living Center</b>	<b>T</b>
<b>87.</b>	<b>Lyndon B. Johnson Hospital</b>	<b>T</b>
<b>88.</b>	<b>Marlena's House</b>	<b>T</b>
<b>89.</b>	<b>Matagorda Regional Medical Center</b>	<b>H</b>
<b>90.</b>	<b>Matsan Health Services</b>	<b>T</b>
<b>91.</b>	<b>MedCare Pediatric Group, LP and Affiliates</b>	<b>T</b>
<b>92.</b>	<b>Memorial Hermann Cypress</b>	<b>T</b>
<b>93.</b>	<b>Memorial Hermann Greater Heights</b>	<b>T</b>
<b>94.</b>	<b>Memorial Hermann Hospital TMC</b>	<b>H&amp;T</b>
<b>95.</b>	<b>Memorial Hermann Katy</b>	<b>T</b>
<b>96.</b>	<b>Memorial Hermann Memorial City</b>	<b>T</b>
<b>97.</b>	<b>Memorial Hermann Northeast</b>	<b>T</b>
<b>98.</b>	<b>Memorial Hermann Pearland</b>	<b>T</b>
<b>99.</b>	<b>Memorial Hermann Rehabilitation Hospital Katy</b>	<b>T</b>
<b>100.</b>	<b>Memorial Hermann Rockets Orthopedic Hospital</b>	<b>T</b>
<b>101.</b>	<b>Memorial Hermann Southeast</b>	<b>T</b>
<b>102.</b>	<b>Memorial Hermann Southwest</b>	<b>T</b>
<b>103.</b>	<b>Memorial Hermann Specialty Hospital Kingwood</b>	<b>T</b>
<b>104.</b>	<b>Memorial Hermann Sugar Land</b>	<b>T</b>
<b>105.</b>	<b>Memorial Hermann The Woodlands</b>	<b>T</b>
<b>106.</b>	<b>ML Healthcare, Cypress Pointe Healthcare and Wellness</b>	<b>T</b>
<b>107.</b>	<b>Nacogdoches Medical Center</b>	<b>T</b>
<b>108.</b>	<b>Nacogdoches Memorial Hospital</b>	<b>T</b>
<b>109.</b>	<b>Northwest Community Health Tomball</b>	<b>H&amp;T</b>
<b>110.</b>	<b>Nurses Night and Day, Inc.</b>	<b>T</b>
<b>111.</b>	<b>Orange County Health Services</b>	<b>T</b>
<b>112.</b>	<b>Pages Health Services</b>	<b>T</b>
<b>113.</b>	<b>PAM Health Rehabilitation Hospital of Clear Lake North</b>	<b>T</b>
<b>114.</b>	<b>PAM Health Rehabilitation Hospital Clear Lake South</b>	<b>T</b>
<b>115.</b>	<b>PAM Health Rehabilitation Hospital of Humble</b>	<b>T</b>
<b>116.</b>	<b>Park Manor of Conroe</b>	<b>T</b>
<b>117.</b>	<b>Park Manor of Cy-Fair</b>	<b>T</b>

<b>118. Perpetual Home Health, LLC</b>	<b>T</b>
<b>119. Phoenix Healthcare Services, Inc.</b>	<b>T</b>
<b>120. Pineywoods Home Health</b>	<b>T</b>
<b>121. Rainbow Gardens Care Home</b>	<b>T</b>
<b>122. Rice Emergency Room</b>	<b>T</b>
<b>123. Rice Medical Center</b>	<b>T</b>
<b>124. Riceland Medical Center</b>	<b>T</b>
<b>125. RiverKids Pediatric Home Health</b>	<b>T</b>
<b>126. RollingBrook Rehabilitation</b>	<b>T</b>
<b>127. Sabine County Hospital</b>	<b>T</b>
<b>128. Serenity Gardens Deer Park</b>	<b>T</b>
<b>129. Serenity Gardens Friendswood</b>	<b>T</b>
<b>130. Serenity Gardens Dickinson</b>	<b>T</b>
<b>131. Silverado Memory Care Hermann Park</b>	<b>T</b>
<b>132. Skilled Nursing and Rehabilitation Center of Winnie</b>	<b>T</b>
<b>133. Springwell Healthcare Services, Inc.</b>	<b>T</b>
<b>134. Texana Behavior Treatment and Training Center</b>	<b>T</b>
<b>135. Texas Children's Hospital West</b>	<b>T</b>
<b>136. Texas Children's Hospital Woodlands</b>	<b>H&amp;T</b>
<b>137. Texas Children's Hospital Medical Center</b>	<b>T</b>
<b>138. Texas RACES</b>	<b>T</b>
<b>139. The Courtyards at Pasadena</b>	<b>T</b>
<b>140. The Hallmark</b>	<b>T</b>
<b>141. The Harris Center for Mental Health and IDD</b>	<b>T</b>
<b>142. The Heights On Valley Ranch</b>	<b>T</b>
<b>143. Timberidge Nursing and Rehabilitation</b>	<b>T</b>
<b>144. TIRR Memorial Hermann</b>	<b>T</b>
<b>145. Townsen Memorial Hospital Surgery Center Humble</b>	<b>T</b>
<b>146. Townsen Memorial Hospital Surgery Center Katy</b>	<b>T</b>
<b>147. Townsen Memorial Hospital Surgery Center Kingwood</b>	<b>T</b>
<b>148. Townsen Memorial Hospital Surgery Center Med Center</b>	<b>T</b>
<b>149. Townsen Memorial Hospital Surgery Center Spring</b>	<b>T</b>
<b>150. UC Ultimate Therapy Services, Inc.</b>	<b>T</b>
<b>151. Unique Home Health</b>	<b>T</b>
<b>152. University of Texas M.D. Anderson Cancer Center</b>	<b>T</b>
<b>153. University of Texas Health Houston Behavioral Sciences Campus</b>	<b>T</b>
<b>154. Village Creek Rehabilitation and Nursing</b>	<b>T</b>
<b>155. Vitas Healthcare</b>	<b>T</b>
<b>156. Walker County OEM</b>	<b>H&amp;T</b>
<b>157. West Wynde Health Services, Inc.</b>	<b>T</b>
<b>158. Willis Nursing and Rehabilitation, SNF</b>	<b>T</b>

**H = HAM Radio    T = Text**