



SETRAC Off the Grid Communications Drill December 3, 2024

After-Action Report/Improvement Plan

December 3, 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) | December 3, 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 | Timothy Chapman 832-570-2162 Timothy.chapman@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 December 3, 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 103 Agencies/Facilities participated in this drill. Several agencies/facilities utilized multiple means of transmission for this drill.

**HAM Radio or Digital Check-in – 17
Texting Platform - 86**

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 13 radio operators checked in on the net.

1. Check-ins from hospital facilities

Seven hospitals checked in with a total of nine radio operators. In addition, there were several static only contacts that could indicate antenna problems.

| Hospital | Radio Operator Call Signs |
|--|----------------------------------|
| (Name Unclear) Nursing Center | KJ5BOJ |
| Memorial Hermann Children’s Hospital TMC | KI5ROT |
| Memorial Hermann Hospital TMC | KI5ROT |
| Methodist Continuing Care Hospital | KD5PQJ |
| Methodist West Hospital (KT5MW) | KW5WMC, K5SEk |
| Texas Children’s Hospital Austin *Contact via Echo Link | N5ECG |
| Texas Children’s Hospital Woodlands (K5TCH) | KG5EYW, K1ATM |



2. Check-ins from emergency response agencies

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

| Agency / Tactical Call Sign (opt) | Radio Operator Call Signs |
|--|----------------------------------|
| ARES D-14 | N5RLN |
| Harris County Public Health | KI5SRC, KJ5CNJ |
| Lee County Sheriff's Dept. | WB5YYQ |

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 four digital check-ins from two hospitals.

| Hospital or Emergency Response Agency | Radio Operator Call Signs |
|---|----------------------------------|
| Methodist West Hospital / KT5MW | W5WMC |
| Texas Children's Hospital Austin- 3 messages received | N5ECG |

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. 1st Choice Hospice, LLC | T |
| 2. 1st Texas Home Health | T |
| 3. Abba Gentle Healthcare LLC | T |
| 4. ABL Home Health Services INC | T |
| 5. Altus Hospice | T |
| 6. Altus Hospice Beaumont | T |
| 7. Altus Lumberton Hospital | T |
| 8. Angelina County & Cities Health District | T |
| 9. Angels Over Us LLC | T |
| 10. ARES D-14 | H |
| 11. Avondale House | T |
| 12. Avondale House II | T |
| 13. Avondale House III | T |
| 14. Avondale House IV | T |
| 15. Bayou Pines Care Center La Marque | T |
| 16. Beloved Home Health Services | T |
| 17. Best Dominion Healthcare Services Inc. | T |
| 18. Buckner Calder Woods | T |
| 19. Chambers County Public Health | T |
| 20. CHI St. Luke's Health Memorial San Augustine | T |
| 21. Children's Memorial Hermann Hospital | T |
| 22. Christus Mid-County | T |
| 23. Cities Health District | T |
| 24. City of Wharton EMS | T |
| 25. Clarewood House Assisted Living | T |
| 26. Columbus Community Hospital | T |
| 27. Dunn Behavioral Center | T |
| 28. Eden Hospice Care Services Inc. | T |
| 29. Elite Hospital Kingwood | T |
| 30. Encompass Health Rehabilitation Hospital of Humble | T |
| 31. Exceptional Emergency Center Beaumont | T |
| 32. Exceptional Emergency Center Orange | T |

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|---|----------------|
| 33. Exceptional Emergency Center Port Arthur | T |
| 34. Fresenius Kidney Care Houston | T |
| 35. Harris County ESD 6 | T |
| 36. Harris County ESD 8 | T |
| 37. Harris County Psychiatric Center | T |
| 38. Harris County Public Health | T&H |
| 39. HCA Houston Healthcare Clearlake | T |
| 40. HCA Houston Healthcare Conroe | T |
| 41. HCA Houston Healthcare Kingwood | T |
| 42. HCA Houston Healthcare Tomball | T |
| 43. Healthpoint Home Health and Infusion Services Sugar Land | T |
| 44. Houston Health Department | T |
| 45. Kingwood Endoscopy | T |
| 46. Lee County Sheriff's Dept | H |
| 47. Legent Institute for Specialized Surgery | T |
| 48. Legent North Houston Surgical Hospital | T |
| 49. Lufkin State Supported Living Center | T |
| 50. Lyndon B. Johnson Hospital | T |
| 51. MEC Creekside Retirement Community | T |
| 52. Memorial Hermann Children's Hospital Texas Medical Center | T |
| 53. Memorial Hermann Cypress | T |
| 54. Memorial Hermann Greater Heights | T |
| 55. Memorial Hermann Health System Ambulatory | T |
| 56. Memorial Hermann Memorial City | T |
| 57. Memorial Hermann Northeast | T |
| 58. Memorial Hermann Northeast Hospital | T |
| 59. Memorial Hermann Pearland | T |
| 60. Memorial Hermann Rockets Orthopedic Hospital | T |
| 61. Memorial Hermann Southeast | T |
| 62. Memorial Hermann Southwest | T |
| 63. Memorial Hermann Sugar Land- Michael Carrier | T |
| 64. Memorial Hermann Texas Medical Center | T&H |
| 65. Memorial Hermann Woodlands | T |
| 66. Methodist Continuing Care Hospital | H |
| 67. Methodist West Hospital | H |
| 68. Midtown Kidney Center | T |
| 69. Mzee Home Care Services | T |
| 70. Nurses Night & Day | T |

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|--|----------|
| 71. Oak Bend Medical Center | T |
| 72. Orange County Health Services | T |
| 73. PAM Health Rehabilitation Hospital of Clear Lake South | T |
| 74. PAM Health Rehabilitation Hospital of Sugar Land | T |
| 75. PAM Rehabilitation Hospital of Houston Heights | T |
| 76. Rice Medical Center | T |
| 77. RiverKids Pediatric Home Health | T |
| 78. Silverado Hospice South Houston | T |
| 79. St. Luke's Health Memorial Livingston | T |
| 80. St. Luke's Patients Medical Center | T |
| 81. Sweeny Community Hospital | T |
| 82. TDEM | T |
| 83. Texas Children's Hospital Austin | H |
| 84. Texas Children's Hospital Woodlands | H |
| 85. Texas Orthopedic Hospital | T |
| 86. The Heights of Tomball | T |
| 87. TIRR Memorial Hermann | T |
| 88. TOPS Surgical Hospital | T |
| 89. Trinity Ayomide LLC | T |
| 90. Tuscany Living Villas at Wickersham LLC | T |
| 91. Tyler County Hospital | T |
| 92. Walker County EMS | T |
| 93. Windsor Houston | T |

H = HAM Radio T = Text