



2020 – 2025

STRATEGIC PLAN DRAFT

NORTHEAST HEALTHCARE COALITION



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NERHCC Overview

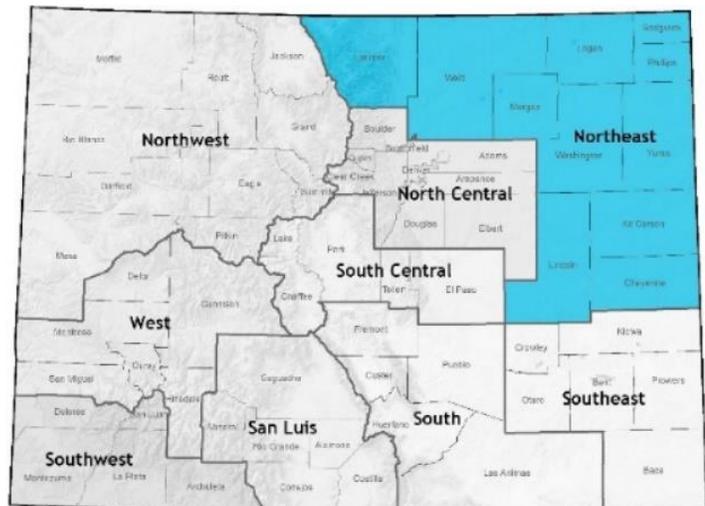
Purpose

Colorado's Northeast Healthcare Coalition (NERHCC) exists to promote, develop, and enhance the region's cross-jurisdictional coordination of the health and medical component of incident preparedness, response, and recovery. The Regional Health Care Coalition is focused on providing the following support to local HCC partners:

- Gather and distribute regional situational awareness
- Provide effective training opportunities to enhance capabilities
- Develop and support collaborative regional exercise opportunities
- Engage local and regional partners through networking and collaborative opportunities

Background

As pursuant to the requirements of the Hospital Preparedness Program (HPP), a division of the federal Office of the Assistant Secretary for Preparedness and Response (ASPR), the primary function of the Northeast Region Healthcare Coalition (NERHCC) is to coordinate and conduct healthcare emergency preparedness activities throughout the Colorado North East All Hazards Region. The Northeast Region (NR) includes the following Colorado counties: Cheyenne, Kit Carson, Larimer, Lincoln, Logan, Morgan, Phillips, Sedgwick, Washington, Weld, and Yuma.



Mission

The NERHCC will support HCC partner agencies including healthcare organizations, public health departments, emergency medical services agencies, emergency management agencies, skilled and long term nursing agencies, home health, behavioral health and many other partners prepare for; respond to; mitigate; and recover from disasters by promoting plan integration, collaboration, information sharing, and resource support within the Northeast region.

Scope of the 2020 – 2025 Strategic Plan

The 2020 – 2025 Strategic Plan provides a framework for priorities, timelines, and essential tasks for NERHCC based on CDPHE requirements and feedback from NERHCC members. As work plans are developed, the strategic plan may be modified to meet annual requirements.



Strategic Planning Overview

2020 – 2025 NERHCC Priorities Overview

The focus of the NERHCC regional coalition over the next five years will be to ensure local HCC planning is coordinated and collated regionally by the NERHCC, to provide focused and useful training and exercise opportunities, and to develop and enhance situational awareness and resource sharing procedures to ensure local partners can optimize local preparedness, response and recovery activities. These focus areas will further enhance regional partnerships, along with providing effective coordination with State and Federal agencies.

Priorities for 2020 – 2025 include:

- Local and Regional Coordination
- Planning
- Training & Exercise
- Situational Awareness & Reporting
- Resource Management
- Grant & Funding Opportunities

2017 – 2022 ASPR Health Preparedness & Response Capabilities

The 2017 – 2022 ASPR Health Care Preparedness and Response Capabilities provides guidance for what the health care delivery system, including HCCs and their partners, must do to effectively prepare for and respond to emergencies that impact the public's health. Each jurisdiction and HCC partner agencies provide key support to the health care delivery system.

Capability 1. Foundation for Health Care and Medical Readiness

This capability focuses on a foundation for readiness built through engaged health care coalitions, by identifying community risks and needs, through the development and coordination of Coalition preparedness plans, the training of our healthcare workforce, and by working to ensure coalition efforts are sustainable.

Capability 2. Health Care and Medical Response Coordination

Development of coordinated response plans, including identification and use of information sharing platforms and procedures, determining coordinated response and communication strategies, and ensuring coordination of resource needs during emergencies.

Capability 3. Continuity of Health Care Service Delivery

Requires agencies identify their essential functions and develop a continuity of operations plan for their organization. It also addresses the need to obtain non-personnel resources and ensure supply chain integrity while also protecting information and the health and safety of responders.

Capability 4. Medical Surge

Planning for and responding to a medical surge, it also addresses possible surge incident types.



Strategic Planning Process

The NERHCC 5-year strategic plan was developed through a 3-step process of (1) data gathering, (2) survey development and implementation, and (3) data review and strategic plan development. The three steps are outlined below:

Step 1 – Information Gathering

The NERHCC Board gathered to discuss their desired outcome of strategic planning. It was determined that direct HCC partner input would be valuable for this regional planning work, and the Board voted to have a survey drafted to gather both strategic feedback and suggestions for the NERHCC and to capture lessons learned from the response to COVID-19 which might provide valuable suggestions and guidance for the development of this NERHCC strategic plan.

Step 2 – Survey Development

The NERHCC drafted a survey consisting of key questions to identify specific information critical to the development of a strategic plan. These survey questions were used to solicit feedback on the benefits of NERHCC participation as well as local HCC participation, to gather information on what local HCC chapters or ESF 8 meetings were occurring regularly, and they provided insight into challenges and successes of the local and regional healthcare coalitions.

A copy of all survey questions is provided as an appendix to this strategic plan.

Step 3 – Feedback Review and Strategic Plan Development

The NERHCC Board and key regional partners met on multiple occasions to discuss the current challenges and successes of the NERHCC. The response to the COVID-19 pandemic allowed for all partners to test their plans and operations and identify areas of improvement and gaps for the NERHCC to focus on over the next five years. The response also offered an opportunity to test operational response of NERHCC partners and highlighted many areas where local HCC and ESF 8 groups responded highly effectively.

Challenges and successes were gathered by NERHCC members, and regional partner input was included in the development of the strategic plan. The draft strategic plan was reviewed by the NERHCC Board and membership. It will be finalized by a sub-committee prior to September 30, 2020.

Plan Tracking & Updating

The NERHCC will finalize this plan by September 30, 2020. It will be reviewed and updated by the NERHCC Board and NERHCC members at least annually through a review and vote at a regularly scheduled NERHCC Quarterly meeting.



NERHCC 2020 – 2025 Priorities

The 2020 – 2025 NERHCC priorities provide guidance for initiatives and workplan development.

Local & Regional Coordination

Local engagement and supportive coordination were identified as the most essential elements for local HCC / ESF8 and regional HCC integration and is essential in further developing all other capabilities. These questions will guide future strategic planning discussions in 2020-2021.

- What is the most effective way to support local and regional HCC partners in completing partner deliverables (avoid duplicating efforts / two birds, one stone)?
- How should local and regional initiatives be divided and accomplished?
- How can the Regional HCC strengthen relationships and build trust?
- Demonstrate and validate the identified mission essential functions of the NERHCC.

Health Preparedness & Response Capability 1. Foundation for Health Care and Medical Readiness

Planning

Planning will focus on ensuring local HCC/ESF 8 plans are in place, based on common outlines and procedures and will ensure effective coordination. All operations occur locally, and local plans will dictate response. The NERHCC will gather and provide situational awareness.

The NERHCC required plans for 2020-2021 are below, as listed in the CDPHE HCC Work plan:

- NERHCC Response Plan
- NERHCC Preparedness Plan
- NERHCC Sustainability Plan
- NERHCC Work Plan
- NERHCC Inventory Assessment Plan
- Plan to conduct a supply chain integrity assessment
- Crisis Standards of Care Annex
- Infectious Disease Annex
- Draft NERHCC COOP plan
- PIO Training Plan
- Volunteer Management Plan*
- Pediatric Annex (update with additional feedback)

Additionally, members of the NERHCC identified the need for the following plans to be developed as part of the NERHCC COVID-19 After Action Report findings:

- Alternate Care Facility Planning
- Isolation, social distancing, and PPE
- Continuity of Operations planning
- Volunteer management
- Interface and coordination of HCC partners planning
- Medical Surge
- Resource management planning

Health Preparedness & Response Capability 1. Foundation for Health Care and Medical Readiness



Training & Exercise

Providing useful and effective regional trainings and exercise opportunities will be a strategic focus of the NERHCC. Training and exercise priorities determined by members of the NERHCC, ranked by order of most referenced are:

- Mass casualty/fatality
- HAZMAT
- Active shooter
- Weather event
- Medical surge
- Cybersecurity & Electronic Health Records
- Alternate Care site
- Coordination, planning and community engagement
- Coordination with HCC partners
- Stakeholder integration
- Hospital Emergency Response Team
- ICS, IAP, Area Command
- Pandemic response/outbreak management
- Decontamination
- COOP
- Remote work/operation
- Evacuation
- EOC/DOC activation
- Mass sheltering
- Mental/behavioral health
- N-95 fit testing
- Point of Dispensing
- Power loss
- Recovery
- Salamander

Additionally, members identified the need for the following trainings & exercises based on the response to the COVID-19 pandemic:

- Alternate Care Facility, Medical Surge, & Rapid Isolation
- Contact tracing and case investigation
- Communication workflow and verifying guidance across stakeholders
- Continuity of Operations
- Decontamination
- Emergency Operations Center and Department Operations Center
- EMS & Hospital protocols for pandemic incidents
- Incident Command System & Hospital Incident Command System
- Prevention & Mitigation – PPE fit testing, infection control techniques, disinfection, face shields, donning, doffing, isolation, social distancing, etc.
- Resource management and tracking (213RR, EMResource, WebEOC, Rapid Tag)
- Resource management and tracking
- Screening of patients
- Ventilator, intubation, PAPR training

Health Preparedness & Response Capability 1. Foundation for Health Care and Medical Readiness



Situational Awareness & Reporting

One of the primary activities of the Regional Health Care Coalition is to gather ongoing situational awareness information including essential elements of information as identified in the NERHCC response plan from all pertinent NERHCC partners. These data points must be gathered in a routine method and shared with both regional NERHCC partners, as well as State and Federal agencies upon request.

Policies and procedures for gathering, collating, and sharing regional NERHCC data must be developed, agreed upon and implemented. The development of these procedures will be a focus of the 2020-2021 NERHCC planning process.

Health Preparedness & Response Capability 2. Health Care and Medical Response Coordination

Resource Management

The management of health care resources will be critical when shortages or critical needs are experienced. Because the NERHCC does not currently maintain any regional assets, there is not currently a plan to manage or track these items. Locally it is critical to understand what resources are available within the community and to maintain awareness of usage during response to ensure communities can share resources or make resource requests of NERHCC partners.

The resource management process for local HCC / ESF8 groups must be formalized and agreed upon and then those processes should be captured and understood at the regional level. Any regional support or expectations must be established prior to implementation of resource management procedures by the NERHCC.

*Health Preparedness & Response Capability 2. Health Care and Medical Response Coordination;
Health Preparedness & Response Capability 3. Continuity of Health Care Service Delivery*



Timeline

2020 – 2025 Strategic Planning Timeline

The 2020 – 20205 Strategic Planning Timeline provides an overview of the annual priorities for the NERHCC. Priorities and timelines may be adjusted due to regulatory changes, the needs of members, or scheduling conflicts due to response incidents.

2020 - 2021	Annual Focus: Enhancing local HCC relationships through trust, prioritizing local planning and capability development through requested trainings	
	Local & Regional Coordination and Engagement	<ul style="list-style-type: none"> Establish essential elements of information for NERHCC to gather from local HCC partners and distribute to regional, state, and federal partners Engage local HCC partnerships Continue to encourage participation and gain buy-in
	Planning	<ul style="list-style-type: none"> Work with local HCC / ESF8 groups to verify local plans and procedures and ensure consistent content and format, use local plans to guide Regional plans Develop or update the 12 required CDPHE plans
	Training & Exercise	<ul style="list-style-type: none"> ICS Training Mass Casualty / Mass Fatality training Hazmat / Decon Training Coordination training / facilitated workshop / Planning how to System Trainings (EMResource, WebEOC, Salamander) PIO Training (basic) Hazmat / Decon exercise Mass casualty exercise Pandemic Influenza Functional exercise Behavioral health focused exercise
	Situational Awareness & Reporting	<ul style="list-style-type: none"> Establish situational awareness and information sharing procedures Determine ASPR reporting requirements and systems which will rapidly provide the necessary information
	Resource Management	<ul style="list-style-type: none"> Determine “regional” HCC inventory and management procedures Work with local HCC partners to understand and support local processes (ESF8/OEM)



2021 - 2022	Annual Focus: Enhanced regional planning, verifying operational capabilities locally and coordination and situational awareness capacity regionally	
	Local & Regional Coordination and Engagement	<ul style="list-style-type: none"> Engage agency leadership and executives on sub-committees or as subject matter experts Enhance coordination procedures among local HCC partners
	Planning	<ul style="list-style-type: none"> Alternate Care Site Planning (work with Local partners to support them in this initiative) NERHCC burn annex NERHCC Chemical and Biological Annex Continuity of Operations Planning Resource management
	Training & Exercise	<ul style="list-style-type: none"> PIO (basic and advanced) training COOP Training and Exercise (Q3 or Q4 – after planning) Medical Surge Training ICS training Point of Dispensing Training Hazmat / Decon training Surge exercise Regional Hazmat exercise Local / Regional coordination and communication exercise Pandemic Influenza full scale exercise Volunteer activation / coordination exercise
	Situational Awareness & Reporting	<ul style="list-style-type: none"> Establish continuity communication methods for reporting Re-evaluate essential elements of information to ensure validity Ongoing reporting systems trainings for HCC partners (LTC/SNF) to ensure access and understanding of use



20202- 2023	Annual Focus: Continued development and enhancement of capabilities, focus on cybersecurity and data security enhancement	
	Local & Regional Coordination and Engagement	<ul style="list-style-type: none"> • Engagement and coordination of volunteers locally (through NERHCC support and resources) • Engagement opportunities for leadership and executives • Cybersecurity workshop with leadership to identify concerns
	Planning	<ul style="list-style-type: none"> • Update NERHCC response plan • Update additional plans as necessary • Cybersecurity planning • Evacuation planning
	Training & Exercise	<ul style="list-style-type: none"> • Ongoing ICS and coordination training • Ongoing response specific training (position specific, agency specific i.e. POD or surge) • Active shooter training • Communication exercise (redundant and COOP methods tested) • Alternate Care Site exercise • Cybersecurity exercise

2023 - 2024	Annual Focus: Continued development and enhancement of capabilities	
	Local & Regional Coordination and Engagement	<ul style="list-style-type: none"> • Possible membership dues or other fundraising methods discussion to ensure NERHCC sustainability • Coordination with local HCC partners to validate efficiency and benefits of regional HCC • Additional engagement and leadership opportunities • Research additional funding opportunities
	Planning	<ul style="list-style-type: none"> • Update plans and procedures as needed • Develop new plans as required by ASPR and CDPHE
	Training & Exercise	<ul style="list-style-type: none"> • ICS training • PIO / Position specific training • Hazmat / Decon / PPE training • Evacuation / Shelter in Place Training • Evacuation Exercise • Pediatric Surge Exercise • EMS patient transportation exercise (regional / state)



2024 – 2025	Annual Focus: Continued development and enhancement of capabilities	
	Local & Regional Coordination	<ul style="list-style-type: none"> • Ongoing focus on sustainability of NERHCC • Determination of additional Board roles and support NERHCC and its employee(s) can provide to regional partners
	Planning	<ul style="list-style-type: none"> • Update plans and procedures as needed • Develop new plans as required by ASPR and CDPHE
	Training & Exercise	<ul style="list-style-type: none"> • ICS training • Behavioral Health training • COOP Training • Hazmat / Decon / PPE training • Burn Exercise • COOP exercise • Cybersecurity exercise • Pandemic or Infectious Disease exercise

Evaluation

Evaluation is an important component of preparedness work and there are several built-in evaluation processes. These include after action reports and improvement plans created after exercises or real-world incident. Training evaluations and feedback can also serve as a good evaluation tool. There are reports from local HCCs and from the CDPHE which are used to develop state aggregated reports to ASPR and CDC on progress and work completed. There are also tools utilized by ASPR to measure capabilities and to assess the ongoing work of the regional health care coalition. In addition to the federal and state performance measures, both PHEP and HPP use other feedback mechanisms to understand the impact, value, and success of their respective efforts.

The NERHCC will continue to use all tools available to evaluate and enhance the effectiveness of the coalition and to support its partners. Lessons learned, feedback, and improvements based on plans will be taken into consideration annually when updating this strategic plan and any additional NERHCC documentation or required plans.



Appendix A: Strategic Planning Survey Questions

The NERHCC Strategic Planning Survey was finalized on June 5, 2020. Questions that were gathered by 45 members of the NERHCC include:

1. Does your agency currently participate in the NERHCC Regional meetings, calls, or other activities?
2. Does your agency participate in your local HCC / ESF-8 group?
3. What is the name of your local HCC / ESF8 group?
4. For your local HCC / ESF-8 group:
 - a. What support does your agency receive?
 - b. What support would your agency like to see (what is the "objective" of the local HCC)?
5. For the Regional HCC:
 - a. What support does your agency receive from the regional coalition?
 - b. What support would your agency like to see? (what is the "objective" of the regional coalition)?
6. Please identify the "mission essential functions" of your local and the regional HCC?
7. Which of the following plans does your agency currently have in place?
 - a. Emergency Operations/Response Plan
 - b. Hazard Mitigation Plan
 - c. Continuity of Operations Plan
 - d. Crisis Standards Care
 - e. Infectious Disease
 - f. Chemical/Radiological Incident Response
 - g. Burn Incident
 - h. Cybersecurity
 - i. Alternate Care System
 - j. Supply & Logistics Management
 - k. Recovery Plan
 - l. Behavioral/Mental/Emotional Health
 - m. Volunteer Management
 - n. Health & Medical Volunteer
8. Which of the following resources or support could be provided by the NERHCC to benefit your agency? Please describe what specific type of support would be most useful in each section?
 - a. Trainings
 - b. Exercise development
 - c. Planning support
 - d. Workshops



- e. Regulatory support
 - f. Cybersecurity support
 - g. Tools & Templates
9. What are your agency's top exercise priorities over the next three (3) years?
10. Resource coordination:
- a. What resources does your local coalition / ESF-8 group have?
 - b. What resources should the local coalition track or monitor?
 - c. What resources should the Regional coalition track or monitor?
11. Planning coordination:
- a. How should agency plans be integrated into local HCC / ESF-8 plans?
 - b. How should local HCC / ESF-8 plans be integrated into the Regional HCC Plans?
12. When established, would you be willing to join an HCC sub-committee or workgroup?
13. What systems do you utilize routinely for situational awareness?