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DIRECTOR'S MESSAGE

Greetings to all,

Spring brings the promise of new growth, warmer weather, and the hope of a brighter future. Certainly, the reduction of COVID numbers is encouraging! We all know there is still much work to do and no shortage of priorities pulling us in different directions.

As we continue to navigate the road ahead, I challenge you to rediscover what makes us help people in need in their most trying times. I continue to be inspired by the collective work performed across the healthcare and emergency response continuum. The work is not always noticed and may at times feel unappreciated, but I assure you, the efforts, dedication, and perseverance make a difference daily! Be proud of who you are and the work you perform, not everyone is able to do what you do.

Please be safe and take time for yourself now and again because we all need that break!

Scott Nichols
Senior Director, GSHCC



Foundation for
Healthy Communities

Thank You

Thank you, members and partners, for your continued dedication to your staff, patients, and residents as we all continue to navigate operations in a world with COVID-19. We appreciate the incredible sacrifice you and your staff make daily. We could not do our work without your collaboration and support, and we thank you for your continued guidance as we mitigate and plan for future emergent events. Your resilience is evident!

- The GSHCC Team



SCOTT NICHOLS
Senior Director



SHAYLIN LIPMAN
Program Coordinator



CHELSEA ST GEORGE
Exercise & Training Officer

GSHCC MEMBERSHIP

All partners are valued Granite State Health Care Coalition general members, but part of the mission of the GSHCC is to garner formal support, encourage collaborative approaches to information and resource sharing, and support continuity of healthcare service delivery. To establish a membership structure, the GSHCC is encouraging general members to become supporting members of the Coalition with a signed Letter of Support.

Supporting members are eligible for additional benefits beyond what is extended to general members, including more specific technical assistance, exercise evaluation assistance, and more intensive educational opportunities. Please reference the GSHCC **Letter of Support** template and **new Member Benefits** information. Submit a signed letter to gshcc@healthynh.org if you would like to become a supporting member.



Learn more
about **GSHCC**
Membership

CONTACT US

We are actively seeking new members from state and local public and private organizations across the continuum of care.

To become a member or to learn more about the GSHCC, contact us at gshcc@healthynh.org

PLANNING ACTIVITIES

GSHCC Burn Surge Annex

The GSHCC is working on compiling a Burn Surge Annex that applies to a Burn Mass Casualty Incident (BMCI) and burn surge events in New Hampshire. This Annex will be made available upon its completion. For additional information on burn surge, please visit the [ASPR TRACIE Burn Topic Collection](#).

GSHCC 2021-2022 Hazard Vulnerability Analysis (HVA) Update

The GSHCC conducted the 2021-2022 Hazard Vulnerability Analysis (HVA) with much stakeholder input. This process consisted of an HVA survey, HVA meeting, and HVA report and was built upon last year's HVA. The HVA focused on healthcare system mitigation strategy implementation activities to drive improvement on existing processes as well determine the greatest vulnerabilities to bolster planning, revise training plans, and enhance exercise efficacy.

Stakeholders agreed to continue to focus on the following mitigation strategies:

1. Provide additional trainings of value to all partners.
2. Provide additional planning guidance to all partners.
3. Strengthen partner engagement in GSHCC exercises.

This process also analyzed how the mitigation strategies have been addressed in the past year and further refined implementation activities to be integrated into GSHCC projects in BP4.

[➤ 2022 GSHCC HVA Report](#)

GSHCC Resource and Supply Chain Integrity Assessment

The GSHCC is conducting a supply chain integrity assessment in collaboration with the State of New Hampshire Department of Health and Human Services (NH DHHS), Division of Public Health Services (DPHS), Bureau of Emergency Preparedness, Response, and Recovery. A survey is being conducted as part of the assessment to gain a better understanding of supply chain issues, vulnerabilities, and strengths across New Hampshire's healthcare, public health, emergency management, and Emergency Medical Services (EMS) so we may be better prepared to address these challenges. Your answers will provide us with knowledge of vendor depth and supply chain flexibilities across the state so we may better prepare for potential future challenges.

Keep an eye on your email for the survey launch in the coming weeks!



Emergency Operations Plan (EOP) Development for Healthcare and Public Health Agencies

Developing Emergency Operations Plans (EOPs) can be a daunting task for those new to emergency preparedness and emergency planning. Luckily, there are many tools, guides, resources, and trainings available to allow for organizations to produce comprehensive emergency plans. Principles outlined in the Federal Emergency Management Agency (FEMA), National Incident Management System (NIMS) are critical to allow for streamlined and coordinated response efforts.

If you have specific questions relative to emergency operations planning, please reach out to the GSHCC team at gshcc@healthynh.org.

- **Comprehensive Preparedness Guide (CPG) 101: Developing & Maintaining Emergency Operations Plans**
- **ASPR Topic Collection: Emergency Management**
- **The Joint Commission: Emergency Management**
- **Centers for Medicare & Medicaid Services: Emergency Preparedness Rule**
- **National Incident Management System**

TRAINING RESOURCES

- IS- 235.c Emergency Planning
- Emergency Operations Planning (EOP): Awareness

HPP PROGRAM OUTLOOK

Learn about where the Granite State Health Care Coalition will be focusing planning efforts in out- years.

HPP Budget Period 4 (FY 22-23)

In BP4 the HPP Surge Annex requirement centers around radiation surge including local risks for radiation mass casualty events, decontamination protocols, treatment protocols, and coordination mechanisms relative to the Radiation Injury Treatment Network (RITN).

- **ASPR Topic Collection: Radiological & Nuclear**
- **Radiation Injury Treatment Network**

HPP Budget Period 5 (FY 23-24)

In BP5 the HPP Surge Annex requirement centers around chemical surge including determining local risks for chemical events, decontamination assets, a review of CHEMPACK, coordinating training for members, and ensuring coordination with HAZMAT resources.

- **ASPR Topic Collection: Chemical Hazards**

UPCOMING EVENTS

Register Today! Granite State Health Care Coalition 2022 Conference April 19, 2022

The GSHCC 2022 Conference will take place on April 19, 2022 and will be hosted virtually for all partners. This collaborative and educational event will provide attendees with an opportunity to participate in interactive sessions including an interactive session "Art of Perception" to challenge pre-conceived notions and enhance situational awareness, a COVID-19 lessons learned panel with New Hampshire and New York City-based epidemiologists who were instrumental in getting shots into arms, cyber threat resilience, supply chain management, mental health resilience, workforce sustainability, and the impacts of climate and health. Additional information is available on the registration page. Or, review the registration flyer and agenda included.

gshcc

Granite State
Health Care Coalition

gshcc@healthynh.org
healthynh.org

Registration
Open!

April 19, 2022
Virtual Conference

Strengthening Partnerships
for a Resilient Tomorrow!

2022 Virtual Conference

Register using the link below. There is no fee to attend. **Registration closes April 7th.**

Please contact gshcc@healthynh.org with questions.

- [2022 GSHCC Virtual Conference Registration Flyer](#)
- [2022 GSHCC Virtual Conference Agenda](#)
- [2022 GSHCC Virtual Conference Registration](#)

Keep reading for a sneak peek of conference sessions!

Strengthening our Resilience and Good Mental Health in these Uncertain Times—Staying the Course

Ann Duckless, NAMI NH Community Educator

In December of 2021, U.S. Surgeon General Dr. Vivek Murthy issued a new Surgeon General’s Advisory to highlight the urgent need to address the nation’s youth mental health crisis:

“Mental health challenges in children, adolescents, and young adults are real and widespread. The COVID-19 pandemic further altered their experiences at home, school, and in the community, and the effect on their mental health has been devastating. The future wellbeing of our country depends on how we support and invest in the next generation...we also need to focus on how we can all emerge stronger on the other side.”

The past two years with COVID-19 have indeed presented a multiplicity of challenges, losses, and difficulties in all sectors of our larger society. This workshop will offer a foundation of good mental health, upon which we will review resources and strategies to counteract compassion fatigue; Intentional Recharging to include resilience and post-traumatic growth; and numerous resources and practices, such as peer-to-peer support, to address lingering mental health challenges in both young and older populations.

NAMI (National Alliance on Mental Illness) NH offers a number of resources, supports, and legislative updates on mental health parity at www.naminh.org website. Our mission is to support, educate, and advocate on behalf of anyone impacted by mental health or suicide risk or loss issues, so that they can know that they need not be alone, and that there is help and hope.

When is it Enough? Managing Personal Protective Equipment Supplies During a Pandemic

MIT Humanitarian Supply Chain Lab & Massachusetts General Hospital Center for Disaster Medicine

One important lesson taught by this ongoing pandemic is the fragility of our supply chains. Whether it affected the availability of our favorite beverage, the cookies that your child likes most or even something as basic as toilet paper, we know what it feels like to not have access to what we need. But what happens when what we need is personal protective equipment (PPE), the essential supplies that will keep our healthcare workforce safe and enable them to safely care for others?

As government agencies, healthcare coalitions, and facilities all along the healthcare continuum respond to ongoing COVID surges and prepare for the next pandemic, emergency management professionals and healthcare supply chain experts are making strategic decisions about how to best prepare and guard against future shortages of PPE. Having a PPE stockpile preparedness plan to guide decision makers in creating such a cache for healthcare entities can be essential. A team from Massachusetts General Hospital teamed up with the MIT Humanitarian Supply Chain Lab to develop such a guide. Their three-step approach included creating a demand plan, understanding the in-scope facilities’ supply plans and filling the gap

between the two (called residual demand). Some key findings from their work included:

- Implementation of appropriate conservation policies can greatly affect the consumption of PPE
- Stronger healthcare facility supply plans can mean lower reliance on external support agencies
- Governments, Healthcare coalitions, and non-profit organizations can protect their stockpile investments through use of active stockpile planning and inventory management systems

For more information about this work please register for the GSHCC 2022 Virtual Conference and the breakout session: “Supply Chain Management.”

PARTNER UPDATES

New Hampshire Emergency Medical Services for Children (EMSC) Updates National Pediatric Readiness Assessment (NPRA)

The National Pediatric Readiness Project assesses emergency departments (EDs) on seven components of readiness based on the Joint Policy Statement put out by the American Academy of Pediatrics, American College of Emergency Physicians, and Emergency Nurses Association. EMSC completed a full national assessment in 2021.

[➤ Read more about the Joint Policy.](#)

For more broad programmatic information, check out pedsready.org.

Always Ready for Children (ARC)

Always Ready for Children (ARC) is a new emergency department recognition program. This effort includes eight states in the Northeast region to celebrate and support pediatric readiness in emergency departments. This program relies on a facility’s National Pediatric Readiness Assessment (NPRA) score and the assignment of a Pediatric Emergency Care Coordinator (PECC). New Hampshire has four emergency departments officially recognized by this program and one additional emergency department that is eligible for recognition. NH EMSC will be holding in-person celebratory events in the coming months.

For additional information on NH EMSC please visit www.nhpediatricems.org.

[➤ Always Ready for Children](#)

State of NH 2021 NPRA Results

	Response Rate	Average Scores ¹
NH	90% ²	2021: 70.4/100 2015-2019: 73/100 2013-2014: 71/100
National	71% ³	2021: 71/100

1. NPRA has evolved over the years so year to year comparisons cannot be conducted as the questions/weighted score has changed.
2. 90% of 28 emergency departments, including 1 freestanding ED responded to the 2021 assessment.
3. Over 3600 EDs across the US and associated territories responded to the 2021 assessment.

NH DHHS UPDATES

Public Health Emergency Preparedness Operational Readiness Review

The Centers for Disease Control and Prevention (CDC) has updated the **Operational Readiness Review (ORR) Program**. The ORR program is an evidence-based assessment that evaluates the state, local, and territorial planning and operational functions as it relates to the public health capabilities. The 2022 ORR update evaluates planning and operational functions for all fifteen (15) capabilities whereas it previously had a more narrow focus on select public health capabilities. The five year ORR cycle culminates with a final assessment by the CDC. The DHHS Bureau of Emergency Preparedness, Response, and Recovery will be working closely with the Granite State Healthcare Coalition, the Regional Public Health Networks, and other state and local health partners to demonstrate proficiencies and abilities in meeting each of the public health capabilities. We look forward to collaborating with partners across New Hampshire to support public health planning and response initiatives and value your feedback during the ORR cycle.

Staffing Update: Preparedness Section Chief - Ryan Tannian NH DHHS, Bureau of Emergency Preparedness, Response, and Recovery

We are excited to share that Ryan Tannian has joined the Bureau of Emergency Preparedness, Response, and Recovery as the Preparedness Section Chief. Ryan has over a decade of both clinical and healthcare management experience. A pharmacist by training, Ryan managed operations for several specialty home infusion companies throughout northern New England. Additionally, Ryan has spent the last two years working with the Department of Health and Human Services on COVID-19 response activities including community testing and vaccination services while activated with the New Hampshire National Guard and with the CDC Foundation. He continues to serve as an officer with the 157th Medical Group at Pease Air National Guard Base specializing in the medical management of CBRNE (Chemical, Biological, Radiological, Nuclear, and Explosive) mass casualty events. A lifelong New Hampshire resident, Ryan lives in the seacoast region with his son and enjoys traveling, hiking, and home improvement projects.

State of New Hampshire ESF-8 Health and Medical Contact Information

The New Hampshire Division of Public Health Services' Bureau of Emergency Preparedness, Response, and Recovery (EPRR) continues to work with the Granite State Healthcare Coalition to support the COVID-19 response, achieve compliance with federal public health emergency preparedness planning standards, and support the healthcare system and all its diverse needs. As a reminder, support during surge, emergencies, and other urgent healthcare needs is available 24/7/365 by calling the **State Emergency Operations Center (SEOC) ESF-8 desk (603-223-3729)**. Staff members are available to assist with urgent needs and resource coordination.

COALITION EXERCISE UPDATES

Completed: Pediatric Surge Annex Tabletop Exercise

Partners from healthcare, public health, EMS, and emergency management participated in a virtual Pediatric Surge tabletop exercise in December 2021. Participants were guided through a mass casualty incident involving pediatrics. The objectives of this exercise were to review existing pediatric care assets and identify gaps that may occur in a pediatric mass casualty incident; review agency/facility roles in a pediatric mass casualty incident; validate assumptions in the NH GSHCC Pediatric Surge Annex; and identify changes that need to be made in the NH GSHCC Pediatric Surge Annex based on the roles and capabilities of the involved partners.

Participants successfully identified a number of various supporting resources for this type of response. Furthermore, hospitals have had years of practice throughout the COVID-19 pandemic responding to surge. Individual capabilities to surge acutely, however, are limited when considering pediatrics. As discussions deepened and shifted to a larger conversation about the statewide approach to managing acute medical surge, it was clear that there is still much work to do in terms of planning for medical operations coordination statewide, activation of regional support assets, and reunification.

The GSHCC has engaged stakeholders to update the NH GSHCC Pediatric Surge Annex with updated information and additional language, where possible. GSHCC members and partners are encouraged to review the **GSHCC Pediatric Surge Annex Tabletop Exercise After Action Report and Improvement Plan** for more information about the exercise. The GSHCC will continue to engage partners in planning efforts related to managing medical surge in additional exercises.

Coming Soon: GSHCC Burn Surge Annex Tabletop Exercise

In May 2022, the GSHCC team will be facilitating a Burn Surge Annex Tabletop Exercise, a discussion-based exercise focusing on impacts to healthcare coalitions, and healthcare facilities caused by mass casualty events with large numbers of burn patients. This exercise is intended to validate the NH GSHCC Burn Surge Annex, which is currently in draft. This exercise is intended for hospitals, EMS, public health, emergency management, and other supporting agencies with response or supporting roles to a burn mass casualty incident. Those who are interested in participating in this exercise may reach out to the GSHCC Exercise and Training Officer, Chelsea St George, at cstgeorge@healthynh.org for more information.

Postponed: Medical Response & Surge Exercise (MRSE)

The Medical Response and Surge Exercise (MRSE), formerly the Coalition Surge Test (CST), is a functional exercise that healthcare coalitions are required to complete annually. A functional exercise is an operations-based exercise designed to test and evaluate capabilities and functions while in a realistic, real-time environment. This exercise has been redesigned to provide health care coalitions with additional scenario flexibility as well as provide greater linkages to jurisdiction-specific response plans.

Due to ongoing response, ASPR provided additional flexibility for this required activity, allowing health care coalitions to complete the MRSE once prior to June 30, 2023. After discussion with key stakeholders, this exercise will be conducted in the fall of 2022. The Coalition will continue to plan for the exercise over the coming months and will be reaching out to key stakeholders in the near future.

➤ ASPR Medical Response and Surge Exercise Information

COVID-19 After-Action Review (AAR) Improvement Planning

Over the past year, the Granite State Health Care Coalition completed two real-world event review processes to develop a comprehensive, coalition-level after action report that accurately reflects the “ground truth” experiences, activities, and outcomes of stakeholders throughout COVID-19 response. The reports provide a structure to memorialize a growing body of knowledge of the healthcare and public health system response to a pandemic. Through the COVID-19 response after action reporting process, more than 100 recommended actions have been identified by stakeholders as possible strategies or activities to address the root causes of identified areas for improvement. These recommendations have been aggregated and aligned to specific areas for improvement and prioritized based on anticipated impact, available resources, span of influence of the Coalition, and alignment with existing program priorities.

The GSHCC staff met with key stakeholders to propose recommended courses of action and begin work on implementing selected strategies and activities. Highest priority items were identified across preparedness domains, and work to implement identified strategies will be an ongoing effort as they are integrated into future program activities. Featured in the accompanying table are just some of the activities and initiatives that the GSHCC is leading or supporting over the next several months. These activities are just the first in a series of efforts to continuously improve healthcare preparedness and response capabilities across the healthcare landscape in New Hampshire.

To learn more about the GSHCC COVID-19 After Action Reviews, please contact the GSHCC team at gshcc@healthynh.org, or view the full After Action Reports and accompanying Executive Summaries included below or at www.healthynh.org.

COVID-19 After-Action Review (AAR) Improvement Planning (continued)

GSHCC Prioritized Corrective Actions

Domain	Area for Improvement- Corrective Actions
Community Resilience	<ul style="list-style-type: none"> Complete a supply chain integrity assessment to identify vulnerabilities in essential health care supply chains.
Information Management	<ul style="list-style-type: none"> Convene stakeholders to identify Essential Elements of Information required for situational awareness in an emergency, including EEs for specialty surge response and the intended use of information.
Surge Management	<ul style="list-style-type: none"> Establish a workgroup with representation from hospitals, public health networks, NH DHHS, and other stakeholders to identify strategies to address surge in communities, identify progress in planning for surge, and determine gaps between planning capability assumptions and operationalization. Support efforts to revise the Crisis Standards of Care Guidance for New Hampshire and promote alignment of Crisis Standards of Care assumptions across healthcare.
Countermeasures & Mitigation	<ul style="list-style-type: none"> Convene stakeholders to identify strategies that interrupt the cycle of burnout and staffing shortages. Identify best practices for creating or implementing organizational programs that support staff physical and mental wellness, such as group counseling, schedule flexibilities, and other supports. Support efforts to procure, rotate, and maintain a cache of personal protective equipment at either the facility, local, regional, or state level.

Granite State Health Care Coalition Exercise Outlook

Each year, the GSHCC is tasked with drafting a plan, exercising it, and then revising it prior to June 30. Due to COVID-19 response, this cadence has shifted, and additional flexibilities have been afforded to coalitions to meet exercise requirements. Over the next year, the Coalition will be diving into a number of exercises that will require participation from core membership sectors (emergency management, EMS, public health, hospitals) and other healthcare partners. Please find below a rough timeline of what is on the horizon for required exercises. Please note, additional exercises may be scheduled to meet additional needs. Please reach out to the GSHCC staff with any questions or concerns.

Activity	Timeline	Description/ Notes	Partners
Burn Surge Annex Tabletop Exercise	May '22	Discussion-based exercise to validate the GSHCC Burn Surge Annex.	Core members, others TBD
BP 4 (July 2022 – June 2023)			
Medical Response and Surge Exercise	Oct/Nov '22	Annual requirement for the MRSE functional exercise.	Core members, others TBD
Crisis Standards of Care CONOPs Tabletop Exercise	Oct '22- Spring '23	Requirement to validate <i>the Crisis Standards of Care Guidance for New Hampshire</i> CONOPs by June 2023.	Core members, others TBD
Radiation Surge Annex Tabletop Exercise	May '23	Discussion-based exercise to validate the GSHCC Radiation Surge Annex.	Core members, others TBD
BP 5 (July 2023 – June 2024)			
Medical Response and Surge Exercise	September '23	Annual requirement - MRSE functional exercise	Core members
Chemical Surge Annex Tabletop Exercise	Spring '24	Discussion-based exercise to validate the GSHCC Chemical Surge Annex.	Core members, others TBD

EXERCISE RESOURCES AND ASSISTANCE

FEMA PrepToolkit

Need assistance with your exercises? Not sure where to start? The Federal Emergency Management Agency has an online portal that provides tools to assist communities and agencies with implementing all six components of the National Preparedness System – including resources that assist with exercise design and development, conduct, evaluation, and improvement planning.

➤ [Learn more about the PrepToolkit](#)

HSEEP Best Practices and Resources

The National Exercise Division (NED) recognized that exercise practitioners have struggled to adapt exercises to the unique challenges that the COVID-19 pandemic has produced. NED collected and compiled lessons learned and best practices from across the whole community of exercise professionals related to [Virtual Exercise Best Practices](#) and [Safe Exercise Practices for In-person Events](#).

HSEEP Video Series

FEMA's National Exercise Division (NED) developed a series of short videos that provide a brief overview of topics related to the design, development, conduct, and evaluation of exercises. These videos are great for a quick refresher on all topics related to the Integrated Preparedness Cycle and HSEEP.

➤ [HSEEP Video Playlist](#)

Tabletop (TTX) Exercise Templates Available

The GSHCC has created an array of discussion-based tabletop exercise templates for use at your facility. These templates may assist facilities looking to meet annual exercise requirements per regulatory authorities. Discussion-based exercises are built for a four-hour timeframe allowing for a scalable and flexible response to a myriad of hazards which include electrical event, telephony denial of service/telephone scam, network outages, winter storm, rain event, infectious disease event, and others!

Each template follows the Homeland Security Exercise and Evaluation Program (HSEEP) guidelines. If you are interested in receiving a copy of these exercise templates, please reach out to us at gshcc@healthynh.org.

TRAINING RESOURCES

Ongoing JUVARE Trainings

The GSHCC team continues to provide free training in eICS and EMResource to interested healthcare partners on the NH healthcare information management system provided by Juvare. Juvare is open to users from healthcare, public health, and emergency medical services.

The eICS platform is designed to assist organizations in emergency planning, response, and recovery. Users may leverage the system to conduct Hazard Vulnerability Assessments, support emergency notifications, develop and maintain emergency plans, coordinate incident response, and document lessons learned.

EMResource is designed to support situational awareness and information sharing between healthcare, public health, and EMS agencies. Facilities may respond to and provide incident-specific information to help inform response. Please contact us at gshcc@healthynh.org to arrange a training for your staff!

Psychological First Aid

Johns Hopkins University

Free, on-demand training from Johns Hopkins University is available via Coursera. Participants will learn to provide psychological first aid to people in an emergency by employing the RAPID model and learn critical skills that have been effective in promoting personal and community resilience.

[> Enroll Now](#)

More NH Training Providers

Be sure to check out the latest training opportunities from NH [Homeland Security and Emergency Management](#) and the [NH Fire Academy & EMS!](#)

ONLINE TRAINING

CDC Training for Healthcare Professionals

FEMA Emergency Management Institute
(Independent Study Program)

Center for Domestic Preparedness (CDP)

National Emerging Special Pathogens Training and Education Center (NETEC)

COVID-19 RESOURCES

ASPR TRACIE COVID-19 Resources Page

CDC COVID-19 Information

Centers for Medicare & Medicaid Services (CMS)

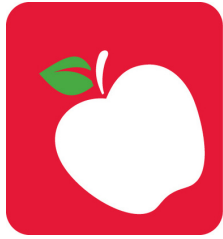
FEMA COVID-19 Response

U.S. Food & Drug Administration (FDA)

HHS COVID-19 Updates

NH Department of Health and Human Services

World Health Organization



Foundation *for* Healthy Communities

The Granite State Health Care Coalition is an initiative of the Foundation for Healthy Communities, a non-profit organization that engages in innovative partnerships to improve health and health care in New Hampshire by addressing quality of care, access to care and community prevention.

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Please visit us online to view past issues of the Granite State Health Care Coalition semi-annual newsletter.

Granite State Health Care Coalition
c/o Foundation for Healthy Communities
125 Airport Road
Concord, NH 03301

 HealthyNH.org
 gshcc@healthynh.org
 603.415.4263