



## Granite State Health Care Coalition Spring 2025 Newsletter



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Foundation for  
Healthy Communities

## Director's Message

Hello and Greetings to all,

Often, one day runs into another and so on and so on, and we forget the terrific value of the relationships and partnerships that we have forged over the years. As we move forward into the changing Spring, a time for renewal, we look back at the obstacles we have crossed and the value of these partnerships as emergencies are ever changing and the need to be flexible is always present. There is a lot of great energy and work being done to improve healthcare's ability to respond and be more resilient to these changing events. With change can bring struggle to look at things with a different lens and sometimes to embrace potential unknowns. As a coalition, we continue to support each other in times of need. That support is what will shepherd us through the known, perceived, and unknown changing landscape ahead.

Thank you all for your continued support and partnership as forge ahead seeking to improve how we can assist you in the valuable work you do!

Stay safe,

-Scott Nichols  
GSHCC Senior Director

# Thank You

Thank you members and partners for your continued dedication to your staff, patients and residents. We could not do our work without your collaboration and support. We thank you for your continued guidance as we conduct preparedness, response, recovery, and mitigation efforts for the healthcare and public health system.

- The GSHCC Team



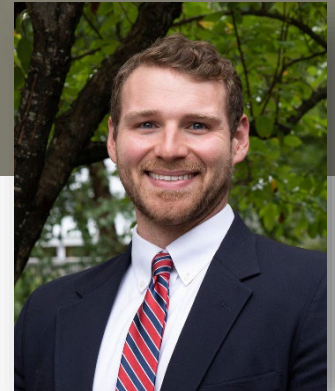
**SCOTT NICHOLS**  
Senior Director



**SHAYLIN LIPMAN**  
Director



**VICTORIA PAIGE**  
Exercise & Training Officer



**DAKOTA HAYES**  
Planner

## GSHCC Membership

All partners are valued Granite State Health Care Coalition general members, but part of the GSHCC mission is to garner formal support, encourage collaborative approaches to information and resource sharing, and support continuity of health care service delivery. To establish a membership structure, the GSHCC encourages general members to become supporting members of the Coalition by signing a '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 see the [\*\*GSHCC Letter of Support and Member Benefits\*\*](#) information. If you would like to become a supporting member, please sign the 'Letter of Support' and email to [\*\*gshcc@healthynh.org\*\*](mailto:gshcc@healthynh.org).



[\*\*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\*\*](mailto:gshcc@healthynh.org)

# HPP PLANNING ACTIVITIES & PROGRAM OUTLOOK

Learn about future Granite State Health Care Coalition planning and program priorities

## **Cyber and Extended Downtime Healthcare Delivery Impact Assessments**

The Granite State Health Care Coalition, in collaboration with NH DHHS Bureau of Emergency Preparedness, Response, and Recovery, (EPPR) developed an Extended Downtime Healthcare Delivery Impact and Cybersecurity Assessment based upon feedback received from dozens of partners across the healthcare continuum. The results from these assessments will be used to inform both of the forthcoming Extended Downtime Healthcare Delivery Impact Support and Cybersecurity Support Plans. The assessments highlight gaps, vulnerabilities, and strengths across New Hampshire's healthcare sector.

### **Key Findings**

- The majority of respondents indicated a lack of overall basic incident planning and preparedness across cybersecurity and extended downtime incidents. Such as Comprehensive Incident Response Plans, Disaster Recovery and Business Continuity Plans, Extended Downtime and Cybersecurity Plans. Additionally, half of those surveyed noted that their facilities have not fully implemented and operationalized procedures that prioritize the restoration of systems in the aftermath of such events.
- Clinical and Operational functions have the potential to be greatly impacted. The impact on patient care could include delays in medical treatment, communication and information sharing disruptions to include Electronic Health Records and the interoperability between systems and care teams, an increased risk of human error in the delivery of treatment, delays in resource ordering and asset management, and the potential for personal information to be compromised.
- Many respondents noted that they were not aware of state or regional level resources available to their organizations to support a cyber or extended downtime event. Facilities should familiarize themselves with the various organizations and resources that may assist during an extended downtime event impact health service delivery and ensure that these resources are included in facility planning.
- The vast majority of respondents have identified a cyber security/ extended downtime event as a top-5 hazard within their facility's risk assessment and have taken steps to develop protection and mitigation strategies to address it, as well as increasing the amount of cyber and downtime related training, education, and exercises.

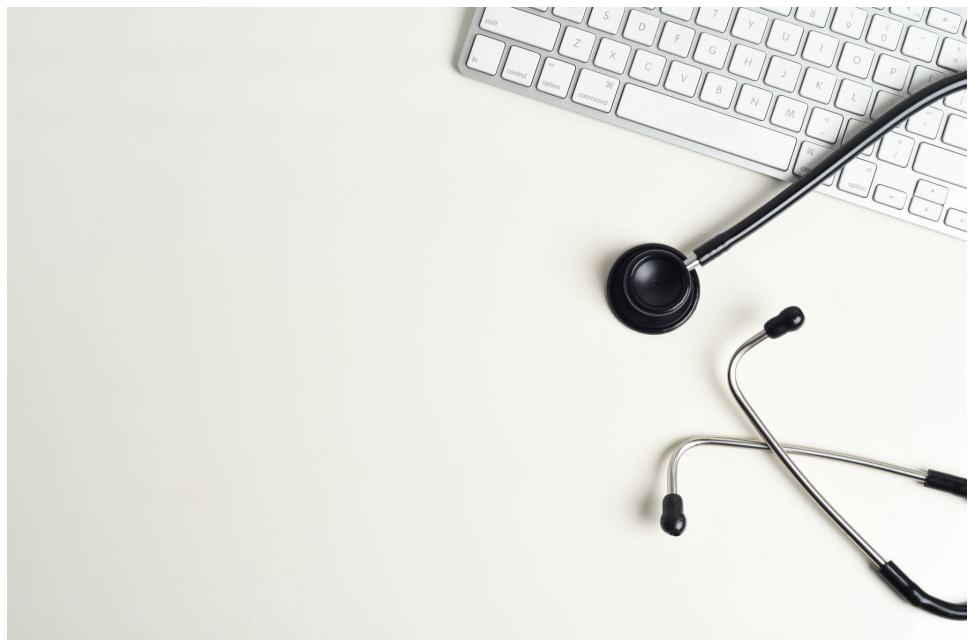
# HPP PLANNING ACTIVITIES & PROGRAM OUTLOOK

## GSHCC Long-Term Care and Skilled Nursing Facility Emergency Operations Plan (EOP) Program

The Granite State Health Care Coalition has developed a training program to assist Long Term Care/ Skilled Nursing Facilities throughout the state in the organization and development of their Emergency Preparedness Programs. A robust emergency preparedness program is critical in preparing for, responding to, and recovering from a multitude of disasters and incidents that may impact a facility. Dozens of facilities of all sizes throughout the state have attended these trainings so far.

The training program reviewed state and federal emergency preparedness requirements, discussed the elements that make up an Emergency Preparedness Program, and encouraged dialogue on how to build capacity across the components that make up a facility's emergency preparedness program, such as; Emergency Plan, Risk Assessment/ Hazard Vulnerability Assessment (HVA), Communications Plan, Policies and Procedures, and Training and Exercising.

GSHCC shared internally [developed resources](#) to assist facilities in the organization, planning, and development of their Emergency Preparedness Programs. Additional tools and templates are currently under development.





## UPCOMING EVENTS

# **Save-the-Date 2025 GSHCC General Membership Virtual Meeting**



## **November 5, 2025**

**Virtual via Microsoft Teams**

**8:30am-12:30pm**

All members, partners and stakeholders are invited to attend the virtual meeting.

There is no fee to attend. Registration to open September 2025. Additional information below.

# TRAINING INFORMATION

## Continuity of Operations (COOP) Planning Training

### [FEMA EMI- IS-1300- Introduction to Continuity of Operations](#)

The Emergency Management Institute (EMI) has a free online course to provide knowledge to participants on continuity planning. The course objectives include defining the importance of continuity planning for organizations and communities, description of key elements of a continuity program, and the whole community approach to continuity planning.

## Public Information Officer (PIO) Training

### [FEMA EMI- IS-29.A - Public Information Officer Awareness](#)

This course is designed to familiarize participants with the concepts underlying the PIO role. This course can provide a basic understanding of the PIO function for those new to the position. Additionally, it can provide those in executive level roles with the necessary knowledge of PIO roles and responsibilities during an emergency.

### [E0105: Public Information Basics](#)

The Emergency Management Institute (EMI) has an in-person three-day course that provides participants with basic skills of communications, understanding and working with the media and techniques to perform effectively as a PIO in times of an emergency response.

## ONLINE TRAINING

### [FEMA Emergency Management Institute](#)

*(Independent Study Program)*

### [Center for Domestic Preparedness \(CDP\)](#)

### [National Emerging Special Pathogens Training and Education Center \(NETEC\)](#)

## NH TRAINING

### [NH HSEM](#)

### [NH Fire Academy & EMS](#)

### [STEP Calendar](#)

# TRAINING OPPORTUNITIES

## **Hospital Incident Command System (HICS)**

The GSHCC has developed a Hospital Incident Command System (HICS) training for hospital leaders. HICS was created by California Emergency Medical Services with Kaiser Permanente to assist hospitals in responding to emergency incidents. This training will review the scope and objectives of the HICS model of incident command operations including HICS materials (Incident Action Plan, Job Action Sheets; etc.). The course will also provide a hands-on activity to practice the HICS concepts. The course is recommended for hospital leadership and staff that would fulfill the Incident Command roles. Partners can request the training by emailing the GSHCC team at [gshcc@healthynh.org](mailto:gshcc@healthynh.org).

## **NEW Nursing Home Incident Command System (NHICS)**

The GSHCC has developed a Nursing Home Incident Command System (NHICS) Training for Long-Term Care, Skilled Nursing and Home Health Facilities. NHICS was created by California Emergency Medical Services with Kaiser Permanente to assist health care facilities in responding to emergency incidents. The training reviews the NHICS model of roles and responsibilities of each person during an emergency and NHICS documents (Incident Action Plan, Job Action Sheets; etc.). The course provides hands-on activity to practice the incident command system. Partners can request the training by emailing the GSHCC team at [gshcc@healthynh.org](mailto:gshcc@healthynh.org).

# TRAINING OPPORTUNITIES

**NEW – OPENING SOON!**

## **Hospital Emergency Management Coordinator (HEMC) Orientation**

The GSHCC is developing a Hospital Emergency Management Coordinator (HEMC) Orientation program for new HEMCs. This program will be a full day and in person course to welcome new HEMCs into their role and provide an overview of GSHCC and State resources. The training will provide the HEMCs with an overview of Juvare EMResource and eICS. HEMCs will also be introduced to the NH DHHS, DPH, Bureau of Emergency Preparedness, Response, and Recovery (EPRR). The program will become available in Summer of 2025. For questions about this program, please contact [gshcc@healthynh.org](mailto:gshcc@healthynh.org).





# TRAINING OPPORTUNITIES

## Med Sled Training

In 2019, the GSHCC purchased [Med Sled evacuation devices](#) for hospitals and Long-Term Care facilities throughout the state. The GSHCC team travel throughout the state to provide hands-on training at facilities that have received Med Sled devices. The training is provided in person in a two-hour format.

**How do I schedule a training on Med Sled devices?** Please contact Victoria Paige at [vp Paige@healthynh.org](mailto:vp Paige@healthynh.org) to schedule a training.

**Who Should Attend?:** Clinicians, nursing supervisors, security, and anyone who would assist in a vertical evacuation of patients/residents downstairs.



# COALITION EXERCISE INFORMATION

## Granite State Health Care Coalition Exercise Calendar

The GSHCC is tasked to draft and finalize all exercise After-Action Reports (AARs) prior to June 30, 2025. The Coalition requests participation of partners from core membership sectors (emergency management, public health, EMS, and hospitals) in addition to other healthcare partners. Below you will find the updated timeline of GSHCC exercises. Additional exercises may be added to support health care partners and their exercise requirements.

Please [contact](#) the GSHCC team with any questions or concerns.

## Granite State Health Care Coalition Exercise Calendar

Exercise	Timeline	Description	Participating Partners
BP1 (July 2024 – June 2025)			
Medical Response & Surge Exercise (MRSE)	March 20, 2025	Functional Exercise to validate the <i>GSHCC Coordination Plan</i> , and corresponding Plans and Annexes, on response to a medical surge.	GSHCC members and partners
BP2 (July 2025 – June 2026)			
Medical Response & Surge Exercise (MRSE)	Spring 2026	Functional Exercise to validate the <i>GSHCC Coordination Plan</i> , and corresponding Plans and Annexes, on response to a medical surge.	GSHCC members and partners

# MEDICAL RESPONSE AND SURGE EXERCISE (MRSE)

## 2025 GSHCC MRSE Exercise Summary & Findings

On March 20, 2025, the GSHCC team conducted the annual Medical Response and Surge Exercise (MRSE) in person with New Hampshire partners including hospitals, EMS, Long-Term Care, Skilled Nursing Facilities, Home Health Care, behavioral health, emergency management, Department of Health and Human Services DHHS, and regional public health networks.

The exercise scenario tested two hospitals (Portsmouth Regional Hospital and BILH Exeter Hospital) with a Category 1 Hurricane resulting in flooding, utility failures, and power outages. Each facility simulated a total evacuation of their hospitals.

Remaining exercise players were tasked to work through load-balancing patients from the evacuating facilities. The Regional Public Health Networks were tasked to set up shelters for the community members in their region due to the weather conditions in the scenario.

### **Lessons Learned:**

- Coordination of transportation assets will take a tremendous effort
- Patient placement was identified, but not all transportation was identified or available
- Hospitals may need to identify a plan or policy to safely and appropriately move psychiatric patients (involuntary emergency admissions and inpatients)
- Home Health Care, Long-Term Care, and Skilled Nursing Facilities need to be considered for supporting patient load balancing

The After-Action Report Improvement Plan (AAR/IP) is available to review on our [website](#).

Please contact Victoria Paige, [vp Paige@healthynh.org](mailto:vp Paige@healthynh.org) for additional information about the MRSE.

# EXERCISE INFORMATION

## Exercise Resources and Assistance

### FEMA PrepToolkit

Have you scheduled your required exercise but not sure where to start? Federal Emergency Management Agency (FEMA) has an online portal that provides tools to support exercise design and development and tools to support partners in conducting evaluation and improvement planning. The portal follows all six components of the National Preparedness System (NPS) which ensures exercises meet requirements.



**[FEMA PrepToolkit Online Portal](#)**

### ASPR TRACIE

The U.S. Department of Health and Human Services (HHS) Administration for Strategic Preparedness and Response (ASPR) Technical Resources, Assistance Center, and Information Exchange (TRACIE), has a technical resource reference page with lessons learned, templates and after-action reports (AAR) to utilize for your planning and exercise conduct needs. These templates encompass an all-hazards approach for health care with scenarios including but not limited to, active threat, cybersecurity, severe weather, utility failure, patient surge events, and public health emergencies.



**[ASPR TRACIE](#)**

### Tabletop Exercise Templates

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 an electrical event, telephony denial of service/telephone scam, network outages, winter storm, rain event, infectious disease event and others! Each template follows the FEMA Homeland Security Exercise and Evaluation Program (HSEEP) guidelines. If you are interested in receiving a copy of these exercise templates, please reach out to the GSHCC team at [gshcc@healthynh.org](mailto:gshcc@healthynh.org).

# NH DHHS, DPH, BUREAU OF EMERGENCY PREPAREDNESS, RESPONSE, & RECOVERY UPDATE

## Statewide Training and Exercise Program (STEP) Calendar

Access information on trainings, classes, webinars, and conferences related to public health, health care, emergency management and more via the Statewide Training and Exercise Calendar.

[Statewide Training and Exercise Calendar | Teamup](#)

For questions or to make a request to have your event added to the calendar, email [STEP@dhhs.nh.gov](mailto:STEP@dhhs.nh.gov).





# NH DHHS, DPH, BUREAU OF EMERGENCY PREPAREDNESS, RESPONSE, & RECOVERY UPDATE

The NH Department of Health and Human Services (DHHS) Bureau of Emergency Preparedness, Response, and Recovery (EPRR) continues to advance critical medical surge and mass care planning, even amidst an active response season. Thanks to the dedication of a multi-disciplinary workgroup, we are finalizing the draft charter for the State Disaster Medical Advisory Committee (SDMAC). Once established, SDMAC will bring together DHHS leadership, hospitals, legal experts, bioethicists, NHHA, GSHCC, emergency management, and other key partners to provide timely policy guidance during healthcare emergencies, such as medical surges or supply chain disruptions. A tabletop exercise will test the SDMAC operations before finalizing the charter. For more information or to get involved, please contact [Carole.Totzkay@dhhs.nh.gov](mailto:Carole.Totzkay@dhhs.nh.gov).

Looking ahead, EPRR remains committed to engaging our partners and incorporating your feedback. Priorities identified during the Integrated Preparedness Plan Workshop (IPPW)—including medical surge, community preparedness, and COOP/cybersecurity planning—will guide our focus over the next five years. Stay informed and connected through the [EPRR website](#) and explore upcoming training and exercise opportunities on the [Public Health and Healthcare Statewide Training and Exercise Calendar](#).

Every day, your dedication to the health and safety of our communities makes a difference—and we see it. Thank you for your continued partnership in advancing emergency preparedness efforts across New Hampshire. Together, we are building a stronger, more resilient system, and your input remains vital as we move forward. We sincerely thank you for your ongoing partnership and commitment to this important work. Your involvement is essential, and we look forward to continuing to support and collaborate with you.

Please feel free to reach out at [Stephanie.Locke@dhhs.nh.gov](mailto:Stephanie.Locke@dhhs.nh.gov).

# NH DHHS, DPH, BUREAU OF EMERGENCY PREPAREDNESS, RESPONSE, & RECOVERY UPDATE

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

The New Hampshire Department of Health and Human Services (NH DHHS), Division of Public Health (DPH), Bureau of Emergency Preparedness, Response, and Recovery (EPRR) serves as the Emergency Support Function-8 (ESF-8) Health and Medical Lead and continues to work with the Granite State Healthcare Coalition to support partners through various emergency preparedness initiatives. 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 at (603) 223-3729**. Staff members are available to assist with urgent needs and resource coordination.



# NH DHHS, DPH, BUREAU OF EMERGENCY PREPAREDNESS, RESPONSE, & RECOVERY UPDATE

## Medical Operations Coordination Center (MOCC) Overview

A Medical Operations Coordination Center (MOCC) is a current priority project within the State of New Hampshire. A MOCC is designed to act as a high-level coordination method of hospital and healthcare patient bed placement, including coordination of EMS and other critical resource assets. The MOCC seeks to establish a common operating picture (information sharing) to better utilize available assets, decrease hospital and healthcare burden, and ensure bed placement accounts for patient acuity.

The MOCC would operate at the State level with medical direction and coordination coming from selected hospital and healthcare representatives. The MOCC is not meant to replace current bed management systems but to augment those systems during surge events and events where acute medical needs are present. MOCCs have seen considerable success in other states before, during, and after COVID-19 and during other surge events. This concept has attracted interest from New Hampshire hospitals and development has included input from subject matter experts. Best practices are currently being evaluated as the State works towards potential future implementation in NH. Workgroups are currently meeting to look at a variety of key components surrounding implementation. A concept of operations document is near completion with a draft Plan to be finalized mid-year.

For more information about the New Hampshire MOCC planning efforts, please contact [Stephen.J.Belmont@dhhs.nh.gov](mailto:Stephen.J.Belmont@dhhs.nh.gov).





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

 [healthynh.org](http://healthynh.org)  
 [gshcc@healthynh.org](mailto:gshcc@healthynh.org)  
 603.415.4263