



Director's Message

Greetings to all,

I recently read a quote that made me think of how nature can help you also become inspired:

“Your mind is a garden. Your thoughts are the seeds. You can grow flowers or you can grow weeds.”

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Not sure who quoted this and could have been Dr. Suess, but AI say likely William Wordsworth. And AI is never wrong 😊? Essentially, we have experienced a winter in season, while others have also experienced a winter emotionally, psychologically, financially, and Healthwise. The work we do often crosses over these personal spectrums in those we interact with and the stories we tell and stories we hear each day. Each interaction is an opportunity to connect and make a difference. Every person may be winning or losing their personal battles. The support we can provide can turn night into day, a kind word, some empathy, an appropriate joke can make all the difference. Yes, we need people to be there for us as well. The services we all provide are a delicate balance, and it all starts with human connection. Consider paying it forward, and thank you for the work you do, and the difference you make daily!



Foundation for
Healthy Communities

-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

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)

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.

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 Care 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.

TRAINING OPPORTUNITIES

Exercise Fundamentals

The GSHCC has developed an Exercise Fundamentals training for partners. Exercise Fundamentals will review FEMA's Homeland Security Exercise Evaluation Program (HSEEP) concepts of how to conduct an exercise. The concepts include how to overview of Discussion-Based and Operations-Based exercises, evaluating an exercise, and After-Action Report Improvement Plan (AAR/IP).

The course is recommended for hospital emergency management coordinators, public health, long-term care, and skilled nursing emergency management staff that would fulfill the emergency management duties. Partners can request the training by emailing the GSHCC team at gshcc@healthynh.org.



COALITION EXERCISE INFORMATION

Granite State Health Care Coalition Exercise Calendar

The GSHCC is tasked to draft and finalize all exercise After-Action Reports (AARs) within ninety days of an exercise date. The Coalition requests participation of partners from various sectors including emergency management, public health, EMS, hospitals and other healthcare partners. Below you will find the updated timeline of GSHCC exercises for this five-year period of performance.

Additional exercises may be added to support health care partners and their exercise requirements as applicable.

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

Granite State Health Care Coalition Exercise Calendar

Exercise	Timeline	Description	Participating Partners
BP3 (July 2026 – June 2027)			
Medical Response & Surge Exercise (MRSE)	Spring 2027	Functional Exercise to validate the <i>GSHCC Coordination Plan</i> , and corresponding Plans and Annexes, in response to a medical surge event.	GSHCC members and partners
Patient Movement Exercise	Spring 2027	Functional Exercise to validate the NH Patient Movement Plan	GSHCC members and partners
BP4 (July 2027 – June 2028)			
Medical Response & Surge Exercise (MRSE)	Spring 2028	Functional Exercise to validate the <i>GSHCC Coordination Plan</i> , and corresponding Plans and Annexes, in response to a medical surge event.	GSHCC members and partners
Cybersecurity Exercise	Spring 2028	Exercising state's response to a cybersecurity incident in reference to the Cybersecurity Support Plan.	GSHCC members and partners

EXERCISE INFORMATION

Exercise Resources and Assistance

FEMA PrepToolkit

Have you scheduled your required exercise but not sure where to start? The 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.

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

The New Hampshire Department of Health and Human Services' [Bureau of Emergency Preparedness, Response & Recovery](#) (EPRR) sincerely appreciates the continued commitment and collaboration of our healthcare partners. Your engagement remains a cornerstone of New Hampshire's ability to maintain a resilient and ready public health and healthcare system.

Since October 2025, EPRR has supported a range of response activities across the state. Each incident has reinforced the importance of coordinated planning, trusted partnerships, and effective communication in safeguarding the health and well-being of our communities.

As we move forward, EPRR remains focused on enhancing preparedness efforts and strengthening response operations. Your continued involvement, feedback, and partnership are critical to ensuring we are collectively prepared to meet evolving challenges.

Planning Initiative Updates

New Hampshire's Medical Operations Coordination Center (MOCC) Concept of Operations (ConOps), completed last summer, was featured at the National Healthcare Coalition Preparedness Conference in Grapevine, Texas in December 2025—highlighting New Hampshire as one of the few states with an established MOCC framework. The ConOps is currently being updated to expand integration of post-acute care partners, including residential care facilities and home health agencies

Development of the Patient Movement Plan—an annex to the MOCC ConOps—is underway. This plan will outline how the MOCC supports patient distribution across facilities, coordinates EMS resources, and facilitates real-time information sharing among healthcare partners. Ongoing input from coalition members is essential to ensure these processes remain operationally sound and aligned with partner needs. To engage in this effort, please contact Stephen.J.Belmont@dhhs.nh.gov.

The State Disaster Medical Advisory Committee (SDMAC) charter continues to guide a multidisciplinary approach to decision-making during incidents

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that disrupt conventional healthcare delivery. As a component of the Contingency and Crisis framework (formerly called [NH Crisis Standards of Care](#)), SDMAC provides legal, ethical, and clinical perspectives to inform recommendations that healthcare organizations may implement. The committee is currently updating the Contingency and Crisis Resource Guide (previously named the Crisis Standards of Care plan) to reflect evolving system needs and is developing structured processes to gather partner input, shape recommendations, and strengthen communication pathways. For additional information, please contact Stephen.J.Belmont@dhhs.nh.gov.

The High Consequence Infectious Disease (HCID) strategic committee launched in October 2025 to evaluate statewide readiness to safely identify, isolate, and inform appropriate partners of suspected or confirmed HCID cases. The planning workgroup is focused on capability assessment, planning and template development, and identifying practical tools for healthcare facilities, EMS agencies, and government partners. A complementary training workgroup is developing curriculum to ensure personnel are equipped to manage HCID patients effectively. To participate, please contact Stephanie.Locke@dhhs.nh.gov.

CHEMPACK Program Update

The New Hampshire CHEMPACK program continues to advance statewide preparedness for chemical incidents. Over the past year, work has centered on strengthening coordination across cache sites, EMS, hospitals, and response partners; updating operational guidance; and sustaining container readiness through routine monitoring, medication replacement, and equipment updates. Collaboration with the Northern New England Poison Control Center has further enhanced technical expertise available to support clinical decision-making and response operations.

A recent exercise was conducted to evaluate notification pathways and decision-making processes related to CHEMPACK asset activation and deployment. In addition, real-world container movements have provided valuable opportunities to validate logistics, coordination, and communication procedures.

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Looking ahead, CHEMPACK efforts will focus on expanding training opportunities, refining communication protocols, and enhancing rapid deployment guidance. Planning is also underway for a statewide tabletop exercise in Fall 2026 to further assess coordination and operational readiness. For more information about the CHEMPACK program, please contact SNS@dhhs.nh.gov.

Training and Exercise Opportunities Updates

EPRR is pleased to welcome Martha Seed as the Statewide Training and Exercise Coordinator. In this role, she will lead and support training and exercise initiatives for New Hampshire's public health and healthcare workforce, working in partnership with stakeholders to enhance preparedness, coordination, and response capabilities across the state.

We are excited to have Martha join the team and look forward to the impact of her contributions.

A wide range of public health, healthcare, and emergency management trainings—offered both virtually and in person—are available, many at no cost. The [Statewide Training and Exercise Calendar](#) is updated regularly and provides a centralized view of current opportunities. For questions or to discuss specific training needs, please contact Martha.Seed@dhhs.nh.gov.

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

Disaster Behavioral Health Response Team Update

The [Disaster Behavioral Health Response Team](#) (DBHRT) delivers disaster-related behavioral health support across New Hampshire, assisting communities impacted by emergencies and critical incidents. Services are provided to survivors, their families, and responders—including law enforcement, fire, EMS, and military personnel. Over the past year, DBHRT has grown substantially, with a 53% increase in new volunteers, and recruitment efforts continue. In 2025, volunteers contributed more than 200 hours of service supporting response activities statewide.

The program has transitioned to the upgraded [NH Responds](#) platform, improving volunteer coordination, scheduling, and communication. The system offers a more streamlined and user-friendly experience while supporting flexible management of the volunteer workforce.

DBHRT is also developing a Team Leader program to strengthen field leadership, enhance operational support, and improve coordination during response efforts across New Hampshire.



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

ESF-8 Duty Officer

The ESF-8 Duty Officer serves as the primary 24/7 point of contact for emergency public health and medical coordination in New Hampshire. This role supports situational awareness, facilitates information sharing, and coordinates resource requests and assistance among healthcare partners, emergency management, and state agencies during incidents.

EPRR maintains a response team that deploys to healthcare facilities during emergencies to support patient and family reunification, healthcare system load balancing, patient tracking and movement coordination, operational coordination with facility leadership, and integration with local and state response partners.

Healthcare and response partners are encouraged to contact the ESF-8 Duty Officer for time-sensitive coordination needs - including activation of the EPRR response team – or to request additional resources and support. **The ESF-8 Duty Officer can be reached at [603-223-3729](tel:603-223-3729).**





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 Health Care Coalition semi-annual newsletter.](#)

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