

Granite State
Health Care Coalition

Annual Report

2025-2026



Foundation *for*
Healthy Communities



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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Granite State Health Care Coalition

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ASPR HEALTH CARE PREPAREDNESS & RESPONSE CAPABILITIES

The United States Department of Health and Human Services (HHS) Administration for Strategic Preparedness and Response (ASPR) leads the country in preparing for, responding to, and recovering from the adverse health effects of emergencies and disasters. Each jurisdiction provides key support to the health care delivery system. The Health Care Preparedness and Response Capabilities outline the high-level objectives that the nation's health care delivery system, including health care coalitions, should undertake to prepare for, respond to, and recover from emergencies. These capabilities illustrate the range of preparedness and response activities that, if conducted, represent the ideal state of readiness in the United States.

The four Health Care Preparedness and Response Capabilities are:

- Capability 1: Foundation for Health Care and Medical Readiness
- Capability 2: Health Care and Medical Response Coordination
- Capability 3: Continuity of Health Care Service Delivery
- Capability 4: Medical Surge

Each year, the Granite State Health Care Coalition (GSHCC) identifies and implements activities to support the development or sustainment of each capability. In 2026, the GSHCC, in collaboration with NH DHHS, DPH, Bureau of Emergency Preparedness, Response, and Recovery updated the Hazard Vulnerability Analysis (HVA), developed the *NH GSHCC Recovery Plan*, updated the *GSHCC Continuity of Operations (COOP) Plan*, *NH GSHCC Pediatric Surge Annex*, *NH GSHCC Burn Surge Annex*, *NH GSHCC Infectious Disease Surge/Special Pathogen Annex*, *NH GSHCC Radiation Emergency Surge Annex*, *NH GSHCC Chemical Emergency Surge Annex*, *NH GSHCC Information Sharing Annex*, *NH GSHCC Resource Management Plan*, and *GSHCC Coordination Plan*. The GSHCC also updated the Supply Chain Integrity Assessment and updated the Cybersecurity Assessment and Extended Downtime Healthcare Delivery Impact Assessment. The GSHCC also conducted the functional Medical Response and Surge Exercise (MRSE), including the MRSE AAR/IP, participated in High Consequence Infectious Disease (HCID) planning, participated in medical surge planning, and completed two GSHCC Connect Newsletter editions. The GSHCC also held the General Membership Meeting in the Fall of 2025 and GSHCC Conference in Spring of 2026. The GSHCC team supported information sharing and communications, provided training and exercise guidance and technical assistance to members, and maintained ongoing support to members to address issues of medical surge, continuity of health care service delivery, and health care and medical response coordination through many real-world events impacting the healthcare and public health systems in New Hampshire.

The GSHCC assisted hospital partners with required federal and state reporting, trained partners on Juvare EMResource and eICS, assisted partners with critical resource needs, disseminated relevant weekly webinar and training information, and conducted training on the hospital and nursing home incident command system and provided training to new Hospital Emergency Management Coordinators (HEMCs). The GSHCC supported partners through additional real-world events including utility failures, resource shortages, staffing shortages, surge events, evacuation events, fires, and cyber threats and impacts. These activities have collectively advanced the ability, capacity, and capabilities of the health care delivery system to prepare for, respond to, and recover from emergencies in New Hampshire.

MEMBERSHIP OVERVIEW

All partners are valued GSHCC general members. Part of the mission of the GSHCC 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 with a signed GSHCC 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.

GSHCC LEADERSHIP TEAM

The Granite State Health Care Coalition maintains a Leadership Team which provides guidance and subject matter expertise in decisions regarding Health Care Coalition priorities and objectives.

GSHCC Leadership Team representatives serve as active members of the coalition. The team represents all membership sectors including hospitals, public health, EMS, emergency management, Long-term Care Facilities/Skilled Nursing Facilities (LTC/SNF), Community Mental Health Centers (CMHCs), Community Health Centers (CHCs), Rural Health Centers, Federally Qualified Health Centers (FQHCs), home health care, hospice care, and palliative care, and specialty providers.

The GSHCC Leadership Team is governed by the GSHCC Principles of Organization that serves as a governance document to guide Leadership Team representative processes and outlines representation criteria.

FOCUS AREAS

Each year, the Administration for Strategic Preparedness and Response (ASPR) outlines hazard-specific planning, training, and exercise goals. The GSHCC Leadership Team and partners engage in

activities to enhance capabilities as directed by ASPR and enhance preparedness around top ranked hazards in the HVA include (from highest to lowest planning priority) Pandemic/Infectious Disease Event, Extreme Winter Weather, and Cyber Attack. In 2025-2026, the GSHCC largely focused on patient movement, Medical Operations Coordination Center (MOCC), and recovery planning.

PLANNING OVERVIEW

The Granite State Health Care Coalition has successfully completed all required health care coalition planning deliverables for 2025-2026.

Burn Surge Annex- *Update*

The *NH GSHCC Burn Surge Annex* has been revised to reflect updated resources and references new GSHCC plans and annexes composed.

Chemical Emergency Surge Annex- *Update*

The *NH GSHCC Chemical Emergency Surge Annex* has been revised to reflect updated resources and references new GSHCC plans and annexes composed.

Continuity of Operations (COOP) Plan- *Update*

The *GSHCC Continuity of Operations (COOP) Plan* was updated to reflect findings from the 2025-2026 HVA process and updates to personnel.

Coordination (Response) Plan- *Update*

The *GSHCC Coordination Plan* was updated to reflect findings from the 2025-2026 HVA process, updates to personnel, and references new GSHCC plans and annexes and State plans composed.

Infectious Disease Surge/Special Pathogen Annex- *Update*

The *NH GSHCC Infectious Disease Surge/Special Pathogen Annex* update includes revisions based on developing regional HCID planning assumptions. Provisional language was added to reflect updates to the evolving hospital response tiers for infectious disease management and ongoing HCID planning efforts in NH.

Information Sharing Annex- *Update*

The *NH GSHCC Information Sharing Annex* revision included updates to signatures and appendices.

Pediatric Surge Annex- *Update*

The *NH GSHCC Pediatric Surge Annex* has been revised to reflect updated resources and references new GSHCC Plans and Annexes composed.

Radiation Emergency Surge Annex- *Update*

The *NH GSHCC Radiation Emergency Surge Annex* has been revised to reflect updated resources and references new GSHCC Plans and Annexes composed.

Readiness Assessment- *Update*

The *GSHCC Readiness Assessment* noted the GSHCC capability and capacity to conduct ASPR deliverables. It included a timeline, status, and coordinating organization as well as recommendations associated with each deliverable.

Training and Exercise Assessment- *Update*

The GSHCC Training and Exercise Assessment noted the GSHCC strategy to complete training and exercises across the five-year period of performance. It included an exercise and training timeline, status, and coordinating organization as well as recommendations associated with each exercise and training.

Readiness Plan- *Update*

The *GSHCC Readiness Plan* noted the GSHCC's strategy to complete all projects and activities across the five-year period of performance. It included identified priorities that served as a foundation for the Strategic Plan as well as intended outputs and outcomes for each activity and tracks milestones and achievements.

Training and Exercise Plan- *Update*

The GSHCC Training and Exercise Plan noted the GSHCC Training and Exercise strategy to complete these deliverables across the five-year period of performance. It included identified priorities that served as a foundation for the Strategic Plan. It also included the intended timeline, status, milestones, and coordinating organization associated with each exercise and training.

Resource Management Plan- *Update*

The *NH GSHCC Resource Management Plan* was updated to reflect updates to appendices.

Recovery Plan- *New*

The *NH GSHCC Recovery Plan* was composed to outline GSHCC recovery functions and structures as a support to NH DHHS, DPH, Bureau of Emergency Preparedness, Response and Recovery.

EXERCISE & TRAINING OVERVIEW

MEDICAL RESPONSE AND SURGE EXERCISE (MRSE)

The Medical Response and Surge Exercise (MRSE) was conducted on February 5, 2026, to meet BP2 requirements. The exercise took place in-person as a continuation of the MRSE conducted in BP1. Exercise participants included hospitals, mental and behavioral health care, specialty care, NH DHHS, DPH, Bureau of Emergency Preparedness, Response, and Recovery, Regional Public Health Network (RPHN) partners, Skilled Nursing Facilities (SNF), Home Health Care, Hospice, and Palliative Care, Long-Term Care (LTC), Department of Safety (DOS), EMS, Fire Marshal's Office, and NH Homeland Security Emergency Management (HSEM). The exercise scenario tested two acute care hospitals, (Portsmouth Regional Hospital and BILH-Exeter Hospital). The scenario presented a Category 1 Hurricane causing flooding, damaging winds, and power outages. Patient movement through the healthcare system was tested utilizing Medical Operations Coordination Center (MOCC) concepts.

EXERCISE OUTLOOK

Over the next year, the Coalition will be diving into several exercises that will include participation from various partner sectors including emergency management, EMS, public health, hospitals, and other health care partners. Please find below a rough timeline of what is on the horizon for required exercises. Additional exercises may be scheduled to meet identified needs.

Exercise	Timeline	Description	Participating Partners
BP2 (July 2025 – June 2026)			
Medical Response and Surge Exercise	February 5, 2026	Annual requirement – MRSE Functional Exercise	DHHS Hospitals EMS Emergency Management Public Health Long-term Care Other partners
BP3 (July 2026 – June 2027)			
Medical Response and Surge Exercise	Spring 2027	Annual requirement – MRSE Functional Exercise	TBD
Patient Movement Exercise	Fall 2026	Test NH DHHS EPRR Patient Movement Plan - Patient Movement Exercise	TBD

Training Opportunities

Hospital Incident Command System (HICS) Training

The GSHCC conducts a Hospital Incident Command System (HICS) training for hospital leaders. This training reviews the scope and objectives of the HICS model of incident command operations including HICS materials (Incident Action Plan, Job Action Sheets; etc.). The course provides a hands-on activity to practice HICS concepts. The course is recommended for hospital leadership and staff that would fulfill Incident Command roles.

Nursing Home Incident Command System (NHICS) Training

The GSHCC conducts a Nursing Home Incident Command System (NHICS) Training for Long-Term Care, Skilled Nursing and Home Health Care Facilities. The training reviews the NHICS model of roles and responsibilities during an emergency and reviews NHICS documents (Incident Action Plan, Job Action Sheets; etc.). The course provides a hands-on activity to practice the incident command system.

Hospital Emergency Management Coordinator (HEMC) Orientation

The GSHCC conducts a Hospital Emergency Management Coordinator (HEMC) Orientation program for new HEMCs. This program is a full day and in person course designed to welcome new HEMCs into their role and provide an overview of GSHCC and State resources. The training provides the HEMCs with an overview of Juvare EMResource and eICS. HEMCs will be introduced

to NH DHHS, DPH, Bureau of Emergency Preparedness, Response, and Recovery, New Hampshire Hospital Association (NHHA), and NH Homeland Security Emergency Management (HSEM) resources and contacts.

ONGOING EFFORTS AND ACTIVITIES

CYBERSECURITY ASSESSMENT

The GSHCC, in collaboration with NH DHHS, DPH, Bureau of Emergency Preparedness, Response, and Recovery, completed an updated Cybersecurity Assessment based upon feedback received from dozens of partners across the healthcare continuum in 2024. Findings from the Cybersecurity Assessment will inform The Cybersecurity Support Plan in BP3.

EXTENDED DOWNTIME HEALTHCARE DELIVERY IMPACT ASSESSMENT

The GSHCC, in collaboration with NH DHHS, DPH, Bureau of Emergency Preparedness, Response, and Recovery, completed an updated Extended Downtime Healthcare Delivery Impact Assessment based upon feedback received from dozens of partners across the healthcare continuum in 2024. Findings from the Extended Downtime Healthcare Delivery Impact assessment will inform The Extended Downtime Support Plan in BP3.

SUPPLY CHAIN INTEGRITY ASSESSMENT

The GSHCC, in collaboration with NH DHHS, DPH, Bureau of Emergency Preparedness, Response, and Recovery, completed an updated Supply Chain Integrity Assessment based upon feedback received from dozens of partners across the healthcare continuum in 2024. Findings from The Supply Chain Integrity Assessment informed the *NH GSHCC Resource Management Plan*.



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