

Director's Message



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Foundation *for*
Healthy Communities

Greetings to all,

Change and growth are the keys to success! I have heard these or similar words presented several different ways. Success, what does that mean to you? To me, that is the real question. A simple definition is achieving desired results, goals, or a positive outcome. America is celebrating 250 years, a huge milestone. We also just experienced 25 years since the horror of 9/11. Life provides highs and lows; some thrive under pressure while others may struggle daily. I would suggest that all people strive to journey toward success, which can be measured both intrinsically and extrinsically. Most importantly, to me, is how we interact and leave the people we have contact and connection with. Take pride in your accomplishments, work to better yourself, but most importantly use your humanity to make a difference for others. An impactful mantra from Maya Angelou says, "People will forget what you said. People will forget what you did. But people will never forget how you made them feel." Your words and actions can have tremendous impact! Embrace the positive change you seek and thank you for all you do daily! Laugh daily and remember we all travel the same road, and sometimes a gentle hand on the back can make all the difference.

Stay safe, smile, and enjoy the beauty we often overlook!

-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)

HPP PLANNING ACTIVITIES & PROGRAM OUTLOOK

2026 GSHCC Hazard Vulnerability Analysis (HVA)

The GSHCC Hazard Vulnerability Analysis (HVA) is conducted annually to inform GSHCC planning priorities, identify gaps, and enhance training and exercise planning. A survey was disseminated to over 1000 partners to assist the GSHCC team in identifying mitigation strategies as well as prioritize actions to build and sustain preparedness, response, and recovery capabilities statewide.

The GSHCC recently conducted the annual Hazard Vulnerability Analysis (HVA) Meeting virtually on September 30th. Over forty-six attendees from more than three dozen facilities across the healthcare continuum were in attendance. HVA survey results were presented, discussed, and validated. The meeting agenda also included a discussion on potential vulnerabilities across the six priority hazards identified, determined actions to build and sustain preparedness, response, and recovery capabilities, as well as identified GSHCC mitigation strategy activities.

The findings will inform GSHCC planning priorities, identify gaps, and enhance training and exercise planning culminating in a final report.



HPP PLANNING ACTIVITIES & PROGRAM OUTLOOK

2026 GSHCC Hazard Vulnerability Analysis (HVA)

GSHCC 2025 HVA Outcomes**2026 rankings updated

Likelihood of Occurrence	Human Impact	Property/ Infrastructure Impact	Business Operations Impact	Planning in Reducing Risk
Most to Least Probable	Most to Least Catastrophic			(High to Low Priority)
Severe Weather	Armed Assailant/Active Threat ↑	Severe Weather ↑	Cybersecurity Incident	Severe Weather ↑
Facility Outage	CBRN Incident ↑	Facility Outage	Armed Assailant/Active Threat ↑	Cybersecurity Incident ↑
Cybersecurity Incident	Severe Weather ↓	Cybersecurity Incident	Facility Outage	Facility Outage
Medical Surge Event	Cybersecurity Incident ↓	Armed Assailant/Active Threat	Severe Weather	Medical Surge Event
Armed Assailant/Active Threat	Medical Surge Event	CBRN Incident	CBRN Incident	Armed Assailant/Active Threat
CBRN Incident	Facility Outage	Medical Surge Event	Medical Surge Event	CBRN Incident ↓

Several hazards likelihood of occurrence and impacts have been updated from the 2025 HVA. These changes are denoted by asterisks. Additionally, Property/Infrastructure and Business Operation Impacts are new to the 2026 HVA.



UPCOMING EVENTS

2026 GSHCC General Membership Meeting



November 4, 2026

NH Fire Academy Auditorium

8:30am-12:30pm

[Register Here Today](#)

All partners and stakeholders are invited to attend the meeting. Space is limited. There is no fee to attend.

The meeting will take place in-person only. Registration closes *October 26th*!

The meeting will consist of two plenary sessions including:

Before the Emergency: A Communications Drill for Cross Sector Response Partners

Michael Cinquino, MFA, Founder, Communication Dynamics Lab

After-action-reports consistently name communication as an area for improvement but rarely name how to fix it in a comprehensive way. This session is not a talk about communication. It is a drill. You will spend the session learning a communication method that you may not be familiar with. The material used will be from a partner from a discipline that is not your own. You will be instructed on what happens to a person under pressure, and why the range in which you can take in new information narrows exactly when you need it most. We take an analytical look at the coalition: a dozen disciplines each holding something unique from the others, where only what is shared is usable once an incident starts. In rounds, we practice content against meaning. *New behaviors are not created through new insights. They are created through new experiences.*

When The Building Burns: Lessons in Crisis Leadership and Recovery

Dr. Cynthia Whitaker, President & CEO, Greater Nashua Mental Health Center

In February 2026, a fire destroyed one of Greater Nashua Mental Health's clinical buildings – displacing staff, disrupting services for individuals and families, and requiring real-time decisions with no playbook. This session offers a candid, practical walkthrough of that experience: what we wish we'd had in place beforehand, what mattered most in the first hours and weeks, and what recovery has looked like months later. Along the way, we'll cover workforce wellness, facilities strategy, and rebuilding community trust. Operational and leadership lessons will be shared with the goal of translating our experience into what's useful for any continuity planning.

TRAINING INFORMATION

Homeland Security Exercise Evaluation Program (HSEEP)

[E0146 HSEEP Training Course](#)

The Emergency Management Institute (EMI) has a free in-person two-day course designed to provide a set of guiding principles and standardized exercise methodology. The course describes a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning. Please review the prerequisites prior to registering at the link above.

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, key elements of continuity programs, and highlights the whole community approach to continuity planning.

Public Information Officer (PIO) Training

[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.

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

N95 Fit Test Train-the-Trainer

The GSHCC has developed N95 Fit Test Train-the-Trainer training for partners. This training will review qualitative fit testing using a hands-on approach to develop the skills to return to your facility and fit test staff.

The course is recommended for hospital emergency management coordinators, public health, long-term care, and skilled nursing emergency management staff that would fulfill the N95 fit testing. Partners can request the training by emailing the GSHCC team at

gshcc@healthynh.org.



Med Sled Train-the-Trainer

Med Sled devices are to support health care facilities on evacuating non-ambulatory patients and residents. 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. There are no prerequisites to attend the training. This training is provided at no cost.

The course is recommended for hospital emergency management coordinators, long-term care, and skilled nursing. 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)			
Patient Movement Exercise	Fall/Winter 2026	Functional Exercise to validate the <i>NH Patient Movement Plan</i>	GSHCC partners
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 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 partners
Cybersecurity Exercise	Spring 2028	Exercising state's response to a cybersecurity incident to validate the <i>Cybersecurity Support Plan</i> .	GSHCC 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

Preparedness is strongest when we work together. Across New Hampshire, healthcare partners, public health, emergency management, and other response organizations continue to strengthen the relationships and capabilities needed to respond effectively when emergencies occur.

The New Hampshire Department of Health and Human Services' Bureau of Emergency Preparedness, Response & Recovery (EPRR) is grateful for the continued partnership and engagement of New Hampshire's healthcare community. Over the past year, EPRR and our partners have prepared for and responded to a variety of emergencies—each reinforcing the importance of collaboration, communication, and strong relationships.

As we look ahead, EPRR remains committed to strengthening preparedness and response capabilities across the state. Your expertise, participation, and partnership are essential to this work and to our shared goal of protecting the health and safety of New Hampshire's communities.



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

Planning Updates

Medical Surge Planning

The Medical Surge Committee, formerly known as the Medical Operations Coordination Center (MOCC) Committee, continues to meet regularly to advance medical surge planning in New Hampshire. In June 2026, the committee finalized the *Patient Movement Plan*, which outlines how the MOCC will load-balance patients across healthcare systems during an emergency. In December 2026, the committee will conduct a series of drills to validate key components of the plan.

The committee is also developing a *Healthcare Surge Staffing Plan* to identify staffing solutions for healthcare organizations during emergencies. Potential staffing resources may come from a variety of local, state, and federal partners. The plan will address staff credentialing and licensing requirements, as well as the integration of supplemental personnel into the requesting healthcare facility. A final draft is anticipated in June 2027.

State Disaster Medical Advisory Committee

The *State Disaster Medical Advisory Committee (SDMAC)* is currently updating its charter to support a multidisciplinary approach to developing recommendations during emergencies that impact conventional healthcare delivery. As part of the [NH Crisis Standards of Care \(CSC\) framework](#), SDMAC provides legal, ethical, and clinical analysis and guidance that healthcare organizations may use when making difficult decisions during a crisis.

For more information about medical surge planning or to get involved with a committee, please contact Stephen.J.Belmont@dhhs.nh.gov.

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

High Consequence Infectious Disease Planning

The High Consequence Infectious Disease (HCID) Workgroup convened in October 2025 to begin improvement planning at the state and local levels. The workgroup is currently focused on healthcare facility and EMS preparedness, strengthening capabilities across sectors, and developing regional stockpiles of equipment to help protect healthcare workers caring for patients with suspected or confirmed HCID.

To learn more about HCID preparedness, planning, or upcoming training opportunities, please contact Stephanie.L.Locke@dhhs.nh.gov.

Volunteer Updates

Strong emergency response depends on having trained volunteers ready to support their communities when emergencies occur. EPRR continues to recruit clinical and non-clinical volunteers to strengthen emergency preparedness and response capabilities across New Hampshire. Volunteers can get involved through a Medical Reserve Corps (MRC) team affiliated with their local [Regional Public Health Network](#), the Metropolitan Medical Response System (MMRS) team supporting state-level medical response and surge operations, or the Disaster Behavioral Health Response Team (DBHRT), which supports the behavioral health needs of individuals and communities affected by disasters.

Since January 1, 2026, MRC volunteers have contributed more than 2,000 hours in support of response needs. DBHRT volunteers have responded to several emergencies in 2026, contributed more than 60 hours to a three-day active threat training, and participated in more than 20 training and exercise opportunities, including the *I Love U Guys* reunification exercise in Derry.

Whether supporting a planned event, responding to a public health emergency, or assisting during a large-scale disaster, every volunteer plays an important role in strengthening New Hampshire's ability to respond when it matters most. Interested in volunteering? Register through [NH Responds](#) to get involved with one of these teams. For more information about volunteer opportunities, please contact dhhs.epr@dhhs.nh.gov.

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

Training and Exercise Updates

CHEMPACK Exercise

In September, partners from across New Hampshire—including first responders, emergency management, public health, healthcare facilities, the National Guard, and EMS agencies—participated in a discussion-based exercise focused on chemical incidents. The exercise provided an opportunity to evaluate key elements of the plan, explore how the plan affects partners during an emergency, and clarify communication pathways for requesting CHEMPACK resources when needed. We appreciate the strong participation and valuable insights shared by our partners and look forward to incorporating lessons learned into future plan updates.

For more information about the Strategic National Stockpile and CHEMPACK program, please contact Danielle.Morse@dhhs.nh.gov.

Training Opportunities

Numerous public health, healthcare, and emergency management training opportunities are available throughout the year, both virtually and in person, many at no cost. Visit the [Statewide Training and Exercise Calendar](#) to explore current offerings and upcoming opportunities. The calendar is updated regularly.

For questions or assistance identifying training opportunities to meet your organization's needs, please contact Martha.J.Palazzi@dhhs.nh.gov.

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

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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