COLORADO
North Central Region
Healthcare Coalition

North Central Region Healthcare Coalition

2018-2019 Strategic Plan

August 2018

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EXECUTIVE SUMMARY

Since its inception in 2002, the Hospital Preparedness Program (HPP) has continued to evolve to meet the changing needs of the healthcare system, to incorporate new threats, and bring together new partners who play an integral role in healthcare preparedness, response, and recovery. Supported by the Department of Health and Human Services (HHS), the Assistant Secretary for Preparedness and Response (ASPR), and HPP allocated funds, the nation's healthcare coalitions focus on bringing together a wide array of health care entities to ensure community preparedness. These diverse healthcare and response organizations work to increase collaboration and capabilities related to preparing for and responding to emergencies, natural disasters, and other crises.

Colorado's North Central Region Healthcare Coalition (NCR HCC), established from three existing coalitions, now chapters, in 2017, focuses on developing and promoting healthcare emergency preparedness and response capabilities across the region, including the counties of: Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, Elbert, Gilpin, and Jefferson.

The purpose of this strategic plan is to guide the work of the NCR HCC and its three chapters over the 2018-2019 fiscal year (HPP Budget Period 1 Supplemental). The development of this plan was collaborative in nature, and included strong representation from the NCR HCC Governance Board.

The work plan described in this report is intended to support the ongoing planning, response, and recovery activities within the NCR HCC, including its associated chapters and member agencies. In addition, the initiatives outlined in this report serve to enhance *regional* health and medical preparedness, response, and recovery capabilities and align with the stated purpose of the NCR HCC:

> *Colorado's NCR HCC exists to promote, develop and enhance the region's cross jurisdictional coordination to the health and medical component of incident preparedness, response and recovery. This is achieved through communication, planning, training, and collaboration, with coalition partners.*

The projects described in this plan have been categorized into one or more *strategic priorities.* These priorities have been developed in alignment with the NCR HCC's purpose and will ultimately support the further development and sustainment of the coalition. The strategic priorities, as approved by the NCR HCC Governance Board, include:

1. Engagement
2. Operational Support

3. Situational Awareness
4. Training and Exercise
5. Sustainability

In addition to the strategic priorities described above, the NCR HCC is also committed to prioritizing activities that support the 2017-2022 Healthcare Preparedness and Response Capabilities developed by the Office of the Assistant Secretary for Preparedness and Response (ASPR):

1. Foundation for Healthcare and Medical Readiness
2. Healthcare and Medical Response Coordination
3. Continuity of Healthcare Service Delivery
4. Medical Surge

This strategic plan has been developed to provide the NCR HCC Governance Board, Regional Planner, NCR HCC Chapters, coalition members, and stakeholders with guidance on coalition activities, coordination initiatives, and project development. The scope and content of this document is intended to be fluid and will be amended, as necessary.

The plan outlined below is designed to be complimentary to the Colorado Department of Public Health and Environment Office of Emergency Preparedness and Response's (CDPHE-OEPR) 2018-2019 Hospital Preparedness Program Statement of Work (Appendix A).

The North Central Region Healthcare Coalition 2018-2019 Strategic Plan was reviewed and approved by the NCR HCC Governance Board on August 28, 2018.

Current/Ongoing Projects

Project	HPP Capability	Strategic Priority	Objective(s)	Key Activities	Lead	Key Dates	Notes
Completion of Colorado Department of Public Health and Environment – Office of Emergency Preparedness and Response (CDPHE-OEPR) 2018-2019 HPP Scope of Work Deliverables	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability	Successfully complete all deliverables outlined in the CDPHE-OEPR SOW for FY 2018-2019 tied to HHS/ASPR HPP Funding for BP1 Supplemental	*See Appendix A*	NCR HCC Regional Planner NCR HCC Governance Board NCR HCC Chapters NCR Committees	*See Appendix A*	*See Appendix A*
Cross-Jurisdictional Health and Medical Coordination	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability	This project includes the development of a cross jurisdictional system/framework for ESF #8/Health and Medical Response within the NCR Included in this project is the determination of the role of the HCC, including how "operationalization" is being defined for the NCR HCC	Development of a framework that can be integrated into existing plans addressing (on a regional/cross-jurisdictional level): 1. Situational Awareness/ Information Sharing 2. Consequence Management and Coordination 3. Resource Mobilization 4. Public Information	Regional Coordination Workgroup (sub-group of the NCR HCC Governance Board)	Flexible goal of having processes to test prior to the 2019 Coalition Surge Test (date TBD)	This framework will build off of the larger NCR Regional Framework, currently in development, to ensure alignment of processes Members of the NCR HCC Regional Coordination Workgroup are involved in the development of the broader regional framework as representatives of the public health and medical system

Project	HPP Capability	Strategic Priority	Objective(s)	Key Activities	Lead	Key Dates	Notes
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NCR HCC HPP Project Funding	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability	NCR HCC HPP funding supports projects throughout the NCR that increase the preparedness, response, and recovery capabilities within the region Funding focuses on projects that are: cross jurisdictional/regional, aligned with HPP objectives, and tied to the NCR HCC Joint Risk Assessment	Sub-awardees are required to submit mid-point and final reports. All funded exercises and trainings must provide AAR/IPs and/or training evaluation forms Fiscal management of projects is supported by Trailhead Institute	NCR HCC Regional Planner NCR HCC Governance Board Trailhead Institute	**August 1, 2018**: Application and guidance distributed **September 11, 2018**: Applications due **October 1, 2019:** Funding notifications **June 1, 2019:** Projects completed	
2018 Coalition Surge Test After Action Report/Improvement Plan	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	2. Operational Support 3. Situational Awareness 4. Training and Exercise	This project focuses on addressing the gaps identified in the April 2018 CST, as outlined in the CST AAR/IP	Review AAR/IP and determine plan for addressing gaps with appropriate partners Implement plan to address gaps with appropriate partners Document actions on 2018 CST AAR/IP	NCR HCC Regional Planner NCR Healthcare Committee Other NCR committees, as needed	Goal – primary gaps identified and addressed prior to the 2019 Coalition Surge Test (date TBD)	
Complex Coordinated Terrorist Attack (CCTA) Exercise Series: Healthcare Planning	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical	2. Operational Support 3. Situational Awareness 4. Training and Exercise	This project serves to address current gaps in plans associated with a CCTA event. Associated activities will be completed in	1. Early hospital notification 2. Patient transportation 3. Patient tracking 4. Reunification	NCR – All Hazards Region	Patient tracking and reunification TTX through NCR is scheduled for	

Project	HPP Capability	Strategic Priority	Objective(s)	Key Activities	Lead	Key Dates	Notes
	Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge		support of the scheduled CCTA regional full scale exercise in 2020/2021 This project will also support the UASI funded CCTA Hospital Coordination project, scheduled to be completed in 2019	5. Coordination 6. Communication	NCR Healthcare Committee NCR EMS Committee	Q2 2019 per TEPW	
NCR HCC Regional Roster	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise	This activity is focused on the development and standardization of the NCR HCC member roster to support communications, situational awareness, and coordination	Remaining activities include: 1. Completing data clean up 2. Review roster to identify members who have not registered in the new system 3. Completing data use agreements with Jefferson County Public Health and NCR HCC Chapters 4. Transition from exiting rosters to the new roster 5. Ongoing maintenance and updating of data	NCR HCC Regional Planner NCR HCC Chapter Leads Jefferson County Public Health	Goal: have all three NCR HCC Chapters fully transitioned to new roster by December 31, 2018	Conduct a regional communications drill in 2019
2018 Fall Speaking Event	1. Foundation for Healthcare and Medical Readiness	1. Engagement 2. Operational Support 3. Situational Awareness	The 2018 NCR HCC Fall Speaking Event will feature speakers from the 2017 Northern California Wildfires,	Date: October 25,2018 Location: Curtis Hotel, Denver	NCR HCC Regional Planner	Final details due to venue on October 11, 2018 (catering) and	

Project	HPP Capability	Strategic Priority	Objective(s)	Key Activities	Lead	Key Dates	Notes
	2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	4. Training and Exercise 5. Sustainability	including Dr. Joshua Weil from Kaiser Permanente Santa Rosa	Remaining activities include: 1. Booking additional speakers 2. Developing event flyer 3. Setting up registration 4. Finalizing event with venue	NCR HCC Governance Board	October 22 (head count)	
Spring 2019 National Transportation Safety Board (NTSB) Seminar	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise	This seminar will provide an opportunity for the NTSB's Transportation Disaster Assistance Division (TDA) to engage with HCC members (specifically, hospitals) in an effort to increase collaborative efforts should the region experience a transportation event that requires NTSB involvement	Initial meeting with NTSB TDA Division occurred in June 2018 NCR HCC Regional Planner will begin the planning process for this event in November/ December 2018	NCR HCC Regional Planner NCR HCC Governance Board NTSB TDA Division	Event tentative date: February or March 2019	The NTSB TDA staff are funded to cover all transportation costs associated with the seminar. The NCR HCC would be responsible for securing a location and paying for food

Proposed New Projects for 2018-2019

Project	HPP Capability	Strategic Priority	Objective(s)	Key Activities	Lead	Key Dates	Notes
Contact Information and Notification Processes for NCR HCC Members During an Incident	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare 4. Medical Surge	1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise	This project will provide members with a resource that outlines contact information/notification instructions for response partners within the NCR HCC as well as other state agencies, as needed	This activity will directly feed into the NCR HCC Response Plan and communications drills (HPP deliverables)	Regional Planner NCR HCC Chapter Leads and Members NCR HCC Response Partners	Processes and contact information need to be documented prior to the development of the Response Plan draft (February 2019)	
Integration into Division of Homeland Security and Emergency Management (DHSEM) EOC Support Teams	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare 4. Medical Surge	2. Operational Support 3. Situational Awareness	DHSEM is working on the development of support teams that can supplement local EOCs, if needed, during a response(s) The NCR HCC will support the integration of health and medical support systems into the regional standards and requirements being developed, as needed		Sara Garrington (Tri-County) and Stephanie Hackett (Brighton) DHSEM Support from Governance Board, as needed		
Regional Concept of Operations (CONOPS) for Mass Casualty Bus (Urban Area Security Initiative – UASI Funded Project)	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination	2. Operational Support 3. Situational Awareness 4. Training and Exercise	The development of a Regional CONOPS will include: the definition of capabilities and requirements of use (user agreement)	Coordinate with NCR EMS Committee and NCR Healthcare Committee to support the development of the CONOPS	James Robinson (Denver Health Paramedic Division)	To be determined, based on timeline of bus project	

Project	HPP Capability	Strategic Priority	Objective(s)	Key Activities	Lead	Key Dates	Notes
	3. Continuity of Healthcare		In addition, the CONOPS should include a description of and processes around the partnerships developed with regional hospitals to provide staffing for the bus		NCR EMS Committee NCR Healthcare Committee		
EMS AeroClave Project (NCR/UASI Funded)	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare	2. Operational Support 3. Situational Awareness	Support the NCR EMS Committee as they develop regional EMS processes and agreements as part of the regional decontamination protocol associated with the implementation of AeroClave in the region	Coordinate with the NCR EMS Committee, as needed, throughout the development of the regional decontamination protocol Examine opportunities for the integration of NCR hospitals	James Robinson (Denver Health Paramedic Division) NCR EMS Committee	To be determined, based on timeline of AeroClave Project	
First Responder Health and Safety	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	2. Operational Support 3. Situational Awareness 4. Training and Exercise	Provide education and training on occupational health topics related to first responder health and safety, specifically: responsibilities of each agency/organization/system in the prophylaxis and utilization of medical counter measures	Coordinate with MCM SMEs within the region and state to determine processes and procedures, and ensure that guidance is documented Provide guidance document(s) to NCR HCC members, as appropriate and follow up, as needed	Local Public Health Agencies CDPHE-OEPR NCR HCC Members	To be determined	

Project	HPP Capability	Strategic Priority	Objective(s)	Key Activities	Lead	Key Dates	Notes
Support Planning for CDPHE Full-Scale Exercise in 2020	1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability	The NCR HCC will coordinate with and support CDPHE throughout the planning process for the 2020 full-scale exercise, as needed	Ensure communication about the exercise is being shared from CDHPE-OEPR to the NCR HCC Disseminate relevant information to NCR HCC members, as needed Attend planning meetings, as needed Implement activities related to the exercise within the NCR HCC Chapters (e.g., trainings, discussions, workshops, etc.)	CDPHE-OEPR Local Public Health Agencies HCC Chapter Leads	Full-scale exercise is scheduled for 2020	

NORTH CENTRAL REGION HEALTHCARE COALITION
SUGGESTED CHAPTER DISCUSSION TOPICS
2018-2019

The table below outlines suggested areas of focus for the three NCR HCC Chapters. This table is not exhaustive in nature and chapters have the autonomy to incorporate additional topics based on the needs of their members and/or jurisdiction(s).

Topic/Area of Focus	Associated Project/Deliverable	Notes
Heat Related Emergencies	• Request from the NCR EMS Planning and Preparedness Committee	The NCR HCC Regional Planner has a presentation that can be utilized during a chapter meeting to facilitate a member-level discussion
Wildfires	• 2018 NCR HCC Fall Event: 2017 California Wildfires	
Hospital Evacuation	• 2019 Coalition Surge Test	
Hospital Surge: Mass Casualty Incident (MCI)	• Complex Coordinated Terrorist Attack Planning	This should include patient tracking
Burn Surge	• NCR HCC Response Plan	Consider bringing in response partners who were involved with the Westbury Apartments fire in Westminster
Pediatrics in Disaster	• NCR HCC Response Plan • Planned focus groups with pediatric community (deliverable)	CDPHE-OEPR has a newly designated Pediatric Disaster Coordinator that can be brought in to support a discussion, as needed
Disaster Behavioral Health	• Support of Psych First Aid trainings through Community Mental Health Centers	There is an opportunity to bring in a survivor from a local active shooter event to share his story, including his experience with disaster behavioral health services following the event

APPENDIX A: NORTH CENTRAL REGION HEALTHCARE COALITION
COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT (CDPHE) SCOPE OF WORK CROSSWALK
BP1 SUPPLEMENTAL: 2018-2019

Activities/Sub-activities	Standards and Requirements*	Deliverables	Due	Notes
Attend the Regional All Hazards TEPW **Healthcare and Medical Response Coordination*		Submit attendance sheet from Regional All Hazards TEPW electronically via CO-SHARE	No later than 6/1/2019	TEPW facilitated through NCR/UASI Tentatively scheduled for January 2019
Have a minimum of two (2) members from different disciplines attend the annual 2018 OEPR Fall Partners Meeting **Foundation for Healthcare and Medical Readiness*	• CDPHE will provide meeting information regarding the Annual Partner Meeting as it becomes available • The Contractor shall register using Co-Train • The Contractor shall sign or scan in for the Risk Planning training session at the 2018 OEPR Fall Partners Meeting • The Contractor shall include two (2) members from different disciplines	Attendees will be tracked by CDPHE	No later than 6/1/2019	Dates: November 15 and 16, with special meetings held on November 14
Attend Risk Planning training session at the Annual OEPR Partners Meeting		Attendees will be tracked by CDPHE	11/1/2018	

*Foundation for Healthcare and Medical Readiness				
Host a minimum of two (2) Psychological First Aid Trainings at HCC member agencies *Continuity of Healthcare Delivery	• CMHC will come to HCC member agencies, if requested • HCC member agency can choose from two options: 90-120 minute session or 4-5 hour session	Provide training details from hosting agency and/or training lead	One (1) training due 12/31/2018 and the second training due by 6/30/2019	**HCC Members:** CMHC schedule and coordinate training – promoted through NCR HCC
Hold focus groups with AFN Individuals and Pediatric community representatives to identify emergency behaviors and necessary support resources to reduce stress on hospitals during a disaster *Foundation for Healthcare and Medical Readiness	• The Contractor shall adhere to the AFN and Pediatric Community Guidance developed by CDPHE when holding the AFN and Pediatric community focus group • This document is incorporated and made part of this contract by reference and is available at the following website: https://sites.google.com/a/state.co.us/co-share/home/resources	Provide findings from focus groups to CDPHE via CO-SHARE	6/1/2019	**HCC Members:** input on AFN and Pediatric community partners within their areas • Will work with NCR AFN committee to identify participants and vet focus group processes and topics • Community Conversations Guidance Document – link in SOW https://docs.google.com/spreadsheets/d/1o2hG5u-NACU5FDSKbtjZgG3Y678K-KsF9do3sqKCoiA/edit#gid=1806627451
Develop a Hazard Vulnerability Assessment *Foundation for Healthcare and Medical Readiness *Medical Surge	• Use HVA template document when completing the HVA or equivalent template to ensure the data points from CDPHE provided HVA template document are covered when using their own template • CDPHE Template: https://sites.google.com/a/state.co.us/co-share/home/resources	Submit HVA electronically via CO-SHARE and CAT Tool	12/28/2018	**HCC Members:** MD will begin collecting risk assessment documents from chapters/members beginning in September/October • Will be largely based on NCR Joint Risk Assessment – similar to 2017-2018

				• Regional Planner working with CDPHE to determine best option for submitting accurate data
Develop a Response Plan **Foundation for Healthcare and Medical Readiness*	• Use Response Plan Template when completing the Response Plan • CDPHE Template: https://sites.google.com/a/state.co.us/co-share/home/resources	Submit Response Plan electronically via CAT Tool	3/31/2019	**HCC Members:** Workgroup to develop the foundation for this document. MD will reach out to members, as needed. Anticipated start date: October 1
Review the regional CICO map data, including HHS empower data and identify at least two strategies for integrating relevant access and functional needs communities into HCC activities **Foundation for Healthcare and Medical Readiness*	• CICO Maps: https://www.colorado.gov/pacific/cdphe/community-inclusion-colorado	Submit a report indicating when CICO map data was reviewed and what strategies were adopted for integrating relevant access and functional needs communities into HCC activities electronically via CO-SHARE	No later than 6/1/2019	• Per CDPHE: CICO training can be provided to those who are working on the Response Plan and HVA tools and does not need to be provided to full HCC, unless requested
Host the OEPR CICO Map Training **Foundation for Healthcare and Medical Readiness*	• Registration for CICO map training: CO.TRAIN	As needed	6/1/2019	• Per CDPHE: CICO training can be provided to those who are working on the Response Plan and HVA tools and does not need to be provided to full HCC, unless requested
Survey each hospital within their region using the Volunteer Assessment Survey developed by CDPHE	• Guidance and survey to be provided by CDPHE		12/1/2019	**HCC Members:** This will require coordination with NCR HCC hospitals. Additional info will be provided once process and document(s) have been released from CDPHE

**Foundation for Healthcare and Medical Readiness*				
Conduct a Coalition Surge Test **Foundation for Healthcare and Medical Readiness*	• Request Healthcare Executives attend CST Facilitated Discussion/AAR • Notify CDHPE of the date and details of CST		5/30/2019	**HCC Members:** Planning team will be established in February 2019. Will also need hospitals to serve as evacuating facilities • Tentatively scheduled for: early April 2019
Develop an AAR/IP informed by the results of the Coalition Surge Test **Foundation for Healthcare and Medical Readiness*			5/30/2019	
Core members shall participate in a Table Top Exercise in preparation for the Full Scale Exercise **Foundation for Healthcare and Medical Readiness*			6/1/2019	**HCC Members:** expectation TBD based on information to be provided by CDPHE

Create a Redundant Communications Drill Report
 	
**Foundation for Healthcare and Medical Readiness*
	• Two drills:
	  ○ 7/1/18 – 12/31/18
	  ○ 1/1/19 – 6/1/19
			12/31/2018 and 6/1/2019	**HCC Members:** expectation is *participation* and feedback as we must develop an Improvement Plan for each drill submission

				• Ensure that all members are able to participate • Regional communications drill in 2019
Complete a Healthcare Resource Assessment **Foundation for Healthcare and Medical Readiness* **Continuity of Healthcare Service Delivery*	• Healthcare Resource Assessment Tool (HCC Council) • Comply with requirements in 2017-2022 Capabilities document when completing the Healthcare Resource Assessment • Include an inventory of local/regional MCM cache supplies that are available as a resource in the region		6/1/2019	**HCC Members:** the following disciplines will have a survey to complete: • Public Health • EMS • Hospitals • Ancillary HC • Emergency Management • BH • Misc.
Invite and include one additional community collaborator with established relationships with diverse at risk populations to HCC meetings **Foundation for Healthcare and Medical Readiness*		Submit a report indicating which community partners were invited and which attended HCC meetings and have established relationships with diverse at risk populations	6/1/2019	**HCC Members:** Input from members on who to target in their communities • Utilization of CICO maps to identify target groups within the region
Complete the FY2018-2019 CPG Survey	• To be provided by CDPHE		1/18/2019	