



COLORADO
North Central Region
Healthcare Coalition

North Central Region Healthcare Coalition

2020-2024 Strategic Plan

TABLE OF CONTENTS

Executive Summary	3
North Central Region Healthcare Coalition 2020-2024 Strategic Plan	5
2020-2024 Strategic Plan	5
Ongoing Projects	5
Identified Projects for 2020-2021	8
<i>Projected</i> Projects for 2021-2022	13
<i>Projected</i> Projects for 2022-2023	17
<i>Projected</i> Projects for 2023-2024	19
North Central Region Healthcare Coalition Suggested Chapter Discussion Topics 2020-2024	20
Appendix A: North Central Region CDPE Scope of Work Crosswalk BP2: 2020-2021	21
Appendix B: Acronyms	25

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 strategic priorities outlined in this report serve as pillars of support for the ongoing planning, response, and recovery activities within the NCR HCC, its associated chapters, member agencies, and key stakeholders. The associated projects and initiatives serve to enhance *regional* health and medical preparedness, response, and recovery capabilities and are in alignment with the NCR HCC's mission and purpose:

Mission:

Colorado's NCR HCC exists to promote, develop and enhance the region's cross-jurisdictional and cross-disciplinary 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.

Purpose:

The purpose of the NCR HCC is to develop a coordinated and effective medical and public health system response to events that impact the health and medical system through:

- Effective information sharing and situational awareness
- Strategic identification of resources
- Identification and mitigation of key capability and capacity gaps
- Collaborative prevention, mitigation, preparedness, response and recovery activities

The projects described in this plan are categorized into one or more *strategic priorities*. These priorities, developed by the NCR HCC Governance Board, represent those foundational elements that are necessary to support the continued development, strengthening, operationalization, 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 provides the NCR HCC Governance Board, staff, 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) 2019-2020 Hospital Preparedness Program Statement of Work (Appendix A).

The North Central Region Healthcare Coalition 2020-2024 Strategic Plan was reviewed and approved by the NCR HCC Governance Board on September 22, 2020.

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

NORTH CENTRAL REGION HEALTHCARE COALITION 2020-2024 STRATEGIC PLAN

ONGOING PROJECTS – THE INITIATIVES OUTLINED IN THIS TABLE ARE DEEMED “CORE PROJECTS” BY THE NCR HCC GOVERNANCE BOARD AND WILL BE SUSTAINED THROUGHOUT EACH FISCAL YEAR.

Project	HPP Capability	Strategic Priorities	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) 2020-2021 HPP Scope of Work Deliverables	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ol style="list-style-type: none"> 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 2020-2021 tied to HHS/ASPR HPP Funding for BP2.	<i>See Appendix A</i>	<p>NCR HCC Staff</p> <p>NCR HCC Governance Board</p> <p>NCR HCC Chapters</p> <p>NCR Committees</p>	<i>See Appendix A</i>	<i>See Appendix A</i>
Cross-Jurisdictional Health and Medical Coordination	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ol style="list-style-type: none"> 2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability 	<p>Review and update existing regional plans based on exercises and real-world events.</p> <p>Focus on:</p> <ul style="list-style-type: none"> • Information Sharing • Resource Identification • Situational Awareness 	<p>Conduct an interim review of NCR HCC activities during COVID-19 response to revise and update the NCR HCC Response Plan.</p> <p>Conduct an interim After Action Review focused on the North Central Regional Hospital Coordination Plan (NC-RHCP) activation for COVID-19 to revise and update the NC-RHCP.</p>	<p>NCR HCC Staff</p> <p>NCR HCC Clinical Advisor</p> <p>NCR HCC Governance Board</p> <p>NCR HCC Partners</p> <p>Contractor</p>	<p>Report detailing NCR HCC COVID-19 response activities to be completed and presented to members by January 31, 2021</p> <p>AAR focused on NC-RHCP to be completed by June 20, 2021</p>	

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
NCR HCC HPP Project Funding	<p>1. Foundation for Healthcare and Medical Readiness</p> <p>2. Healthcare and Medical Response Coordination</p> <p>3. Continuity of Healthcare Service Delivery</p> <p>4. Medical Surge</p>	<p>1. Engagement</p> <p>2. Operational Support</p> <p>3. Situational Awareness</p> <p>4. Training and Exercise</p> <p>5. Sustainability</p>	<p>NCR HCC HPP funding supports projects throughout the NCR that increase the preparedness, response, and recovery capabilities within the region.</p> <p>Funding focuses on projects that are cross jurisdictional/regional, aligned with HPP objectives, and tied to the NCR HCC Joint Risk Assessment.</p> <p>For FY20-21, the NCR HCC will also accept proposals that directly support the COVID-19 response. This includes training and exercise, supplies, PPE purchases, etc.</p>	<p>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.</p> <p>Trailhead Institute supports fiscal management of projects.</p>	<p>NCR HCC Staff</p> <p>NCR HCC Governance Board</p> <p>NCR HCC Treasurer</p> <p>Trailhead Institute</p>	<p>September 23, 2020: Project Submissions Guidelines and application forms available to NCR HCC members.</p> <p>October 19, 2020: Project application submission deadline.</p> <p>October 30 2020: Funding decision notification sent to all applicants.</p> <p>June 30, 2021: Projects completed.</p>	<p>The NCR HCC has received two disbursements of COVID-19 supplemental funding through HHS/ASPR. These funds, in part, will support COVID-19 specific projects, as approved.</p>
After Action Reports/ Improvement Plans	<p>1. Foundation for Healthcare and Medical Readiness</p> <p>2. Healthcare and Medical Response Coordination</p> <p>3. Continuity of Healthcare Service Delivery</p>	<p>2. Operational Support</p> <p>3. Situational Awareness</p> <p>4. Training and Exercise</p>	<p>The NCR HCC will continue to work toward addressing the gaps identified in AARs/IPs from exercises and real-world events.</p> <p>Develop a rolling summary report of AAR/IP trends.</p>	<p>Review AARs/IPs and determine plan for addressing gaps with appropriate partners.</p> <p>Implement plan to address gaps with appropriate partners.</p> <p>Document actions on AARs/IPs and rolling</p>	<p>NCR HCC Staff</p> <p>NCR HCC Clinical Advisor</p> <p>NCR HCC Governance Board</p>	<p>Ongoing.</p>	

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
	4. Medical Surge		Improvement Plan activities may be independently funded through HPP, NCR All-Hazards Region, and/or Urban Area Security Initiative (UASI) dollars.	summary report, as appropriate.	NCR Committees, as needed		
NCR HCC Membership and Engagement	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	Continue to build partner diversity across the NCR HCC. Maintain and/or improve engagement across existing relationships – focus on emergency management, EMS, and healthcare executives.	Assess gaps in disciplines/facility types and then prioritize engagement activities. Continue to assess member needs, barriers to participation, HCC experiences, etc. to improve and build meaningful engagement opportunities.	NCR HCC Staff NCR HCC Chapter Leads	Ongoing.	

IDENTIFIED PROJECTS FOR 2020-2021

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
Build and Refine Information Sharing Operating Procedures/ Processes and Platforms specific to COVID-19 as well as to support future incidents	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ol style="list-style-type: none"> 1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability 	<p>Assess existing information sharing platforms and identify gaps/areas for improvement.</p> <p>Continue to build and integrate new information sharing platforms to support situational awareness.</p>	<p>Coordinate with Colorado Regional Health Information Organization (CORHIO) on the refinement of bed availability dashboard.</p> <p>Support the CORVENA incident management platform through the NCR pilot and provide feedback on the platform to key stakeholders.</p> <p>Participate in the development of the health and medical tab within the North Central Region Situational Awareness Tool. Support any required trainings/orientation for NCR HCC members.</p> <p>Continue to support partners in the utilization of EMResource.</p>	<p>NCR HCC Staff</p> <p>CORHIO</p> <p>CORVENA</p> <p>NCR All-Hazards Region</p>	<p>Data validation for CORHIO – in anticipation of possible medical surge due to COVID-19 and/or flu. Tentative completion = December 1, 2020.</p> <p>CORVENA pilot end date: December 31, 2020.</p> <p>Ongoing – goal to have health and medical tab functional prior to NCR CCTA full-scale exercise in Fall 2021.</p> <p>Ongoing.</p>	

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
Support local, regional, and state partners through the COVID-19 Response	2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	2. Operational Support 3. Situational Awareness	Continue to operate under the NCR HCC Response Plan and North Central Regional Hospital Coordination Plan (NC-RHCP), supporting information sharing, resource identification, and situational awareness.	Hold NCR Healthcare Coordination Calls, as needed. Support NC-RHCP Coordinator. Support NCR Ancillary Healthcare Coordination calls/activities. Support NCR EMS Coordination calls/activities. Develop and disseminate situational briefs (e.g., weekly regional hospital report, NCR coordination calls, CDPHE-OEPR operational situation brief calls, etc.).	NCR HCC Staff NCR HCC Clinical Advisor	Ongoing.	
Patient Tracking and Reunification	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	Coordinate with NCR EMS Committee and NCR Healthcare Committee on the development of a regional patient tracking and reunification plan.	Support NCR All-Hazards Region Request for Proposals process Participate in patient tracking and reunification EMS and hospital workshops. Participate in patient tracking and	NCR All-Hazards Region NCR Healthcare Committee NCR EMS Committee NCR HCC Staff	TBD – based on contract award date. Goal is to have elements of the plan ready to test during the NCR CCTA exercise in September 2021.	

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
				reunification tabletop exercise.			
Roll Out BNICE Web-based Training to NCR Partners	1. Foundation for Healthcare and Medical Readiness 4. Medical Surge	1. Engagement 2. Operational Support 4. Training and Exercise	Provide NCR HCC members free access to web-based BNICE training modules through the International Association of EMS Chiefs (IAEMSC).	Activities to-date: modules have been completed and platform has been built – awaiting go-live date from IAEMSC.	NCR EMS Committee NCR HCC Staff IAEMSC	Rollout completed by June 30, 2021.	The NCR HCC began supporting this project in FY18-19.
Complex Coordinated Terrorist Attack (CCTA) Exercise Series: Healthcare Planning	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 serves to address current gaps in plans associated with a CCTA event. Associated activities are to be completed in support of the scheduled CCTA regional full-scale exercise in 2021.	Develop objectives and critical tasks for: <ul style="list-style-type: none"> • Early hospital notification • Patient transportation • Patient tracking and reunification • NC-RHCP activation and coordination • Information sharing 	NCR – All Hazards Region NCR Healthcare Committee NCR EMS Committee	Exercise planning will continue through 2020 and into 2021. Tentative date for full-scale exercise: September 2021.	The NCR HCC is part of the core planning team, as are representatives from the hospitals, EMS, emergency management, and public health.
EMS Multiagency Coordination Center (EMS MACC)	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	Continue to build on the EMS MACC concept outlined in the <i>Using an EMS Multiagency Coordination Center and Health Information Exchange Admit, Discharge, and Transfer Messages to Manage NCR Patient Movements Under Medical Surge: Phase 1 – The EMS MACC</i> whitepaper.	Support the request by CDPHE and the Colorado Hospital Association (CHA) to develop an EMS MACC plan that can be implemented as part of the Colorado Combined Hospital Transfer Plan (CHTC) created to support medical surge due to COVID-19. Test the EMS MACC plan during the 2021	NCR HCC Staff CORHIO CHA CDPHE - OEPR	Tentative: Develop and socialize the plan by November 30, 2020 . Integrate/align plan with the CHTC plan by December 31, 2020 . CST: March/April 2021.	There may be additional funding/support for this project through state and/or federal partners.

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
				NCR Coalition Surge Test.			
North Central Region – Regional Coordination Framework and Emergency Management Cadre	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare 4. Medical Surge 	<ol style="list-style-type: none"> 2. Operational Support 3. Situational Awareness 	<p>Participate in the NCR Planning Committee’s development process for the regional coordination framework and associated annexes.</p> <p>Ensure alignment between regional framework and existing regional health and medical plans.</p> <p>Continue to engage with the NCR Emergency Management Cadre and provide support and guidance, as needed, related to Emergency Support Function 8/Health and Medical Branch.</p>	<p>Attend NCR Planning Committee meetings.</p> <p>Provide feedback on the NCR Regional Framework and associated annexes.</p> <p>Attend NCR Emergency Management Committee meetings and participate in Emergency Management Cadre trainings and exercises.</p>	<p>NCR Planning Committee</p> <p>NCR Emergency Management Committee</p> <p>NCR HCC Staff</p> <p>ESF-8/Health and Medical Branch partners</p>	Ongoing.	
First Responder Health and Safety	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ol style="list-style-type: none"> 2. Operational Support 3. Situational Awareness 4. Training and Exercise 	<p>Provide education and training on occupational health topics related to first responder health and safety, specifically: personal protective equipment (PPE) and planning for the distribution of medical countermeasures first responders, including healthcare staff.</p>	<p>Assess and support training and education needs related to the proper use of PPE, conservation strategies, and resource ordering processes.</p> <p>Purchase PPE and/or decontamination products for NCR</p>	<p>Local Public Health Agencies</p> <p>CDPHE-OEPR</p> <p>NCR HCC Governance Board</p> <p>NCR HCC Staff</p>	Ongoing throughout COVID-19 response and recovery.	

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
				<p>partners, as appropriate (determined by NCR HCC Governance Board).</p> <p>Support the coordination of vaccination planning efforts.</p>			
COVID-19 <i>Interim</i> After Action Review	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ol style="list-style-type: none"> 1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability 	Develop a detailed <i>interim</i> after-action report specific to the operationalization of the NCR HCC during the COVID-19 response.	<p>Digital survey distribution with NCR HCC members.</p> <p>Data capture of existing documents/sources (e.g., e-mails, AARs, situation reports, etc.).</p> <p>Conduct 1:1 interview with core members and coalition stakeholders.</p> <p>Conduct follow-up meetings, as needed.</p> <p>Develop <i>interim</i> AAR and present findings..</p> <p>Develop improvement plan and MYTEP recommendations and priorities</p>	Third-party contractor	<p>Survey, data review, and interviews: September/October 2020.</p> <p>Additional meetings and analysis: October 2020.</p> <p><i>Interim</i> AAR development and presentation of findings: November/December 2020.</p> <p>Improvement plan and MYTEP considerations: November/December 2020.</p>	

PROJECTED PROJECTS FOR 2021-2022

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
COVID-19 After Action Review	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ol style="list-style-type: none"> 1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability 	Develop final NCR HCC COVID-19 AAR specific to the operationalization of the NCR HCC.	<p>Build on the NCR HCC COVID-19 <i>interim</i> AAR (2020).</p> <p>Re-launch survey from COVID-19 <i>interim</i> AAR.</p> <p>Conduct a data review of relevant documents, reports, briefs, etc.</p> <p>Conduct chapter-specific AAR discussions with NCR HCC partners and stakeholders.</p> <p>Develop regional AAR/IP and present findings.</p> <p>Utilize findings to inform regional preparedness initiatives and plans.</p>	<p>NCR HCC Staff</p> <p>NCR HCC Chapter Leads</p>	<p>Survey, data review, and interviews: September/October 2020.</p> <p>Additional meetings and analysis: October 2020.</p> <p><i>Interim</i> AAR development and presentation of findings: November/December 2020.</p> <p>Improvement plan and MYTEP considerations: November/December 2020.</p>	
Complex Coordinated Terrorist Attack (CCTA) Exercise	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 	<ol style="list-style-type: none"> 2. Operational Support 3. Situational Awareness 	Participate in the full scale NCR CCTA multi-day exercise. The NCR HCC will play under the activation of the NCR HCC	Test NCR HCC Response Plan during CCTA event.	NCR HCC Staff	Exercise scheduled for	NCR HCC staff are part of the CCTA Core Exercise Planning Team.

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
Series: Participation in full scale exercise	2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	4. Training and Exercise	Response Plan and will help to support the activation of the North Central Region Hospital Coordination Plan (NC-RHCP).	Test NC-RHCP during CCTA event. Test Patient Tracking and Reunification Plan during CCTA event. Support NCR HCC members who are playing in the exercise.	NCR Healthcare Committee NCR EMS Sub-committee NCR All-Hazards Exercise Core Planning Team	September 2021.	
NCR Oxygen Management During Disasters Guidance	2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	1. Engagement 2. Operational Support 3. Situational Awareness	Continuance of the regional Oxygen Management During Disasters workgroup and associated projects.	Finalize resources, guidance documents, trainings, etc. Disseminate workgroup products to NCR HCC members and stakeholders.	Co-chairs of the workgroup NCR HCC Staff	Final products provided to NCR HCC members by October 2021.	
Alignment of regulatory requirements across partner types	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	Develop a crosswalk of regulatory requirements (e.g., Joint Commission, CMS, etc.) across NCR HCC partner types to support alignment of training and exercises and demonstrate benefit of participation in NCR trainings, exercises, etc.	Collect relevant regulatory requirements from members. Identify common requirements across entities. Develop a single crosswalk	NCR HCC Clinical Advisor NCR HCC Staff	Crosswalk completed by December 2021.	

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
				highlighting key areas of alignment.			
Supply Chain Integrity Assessment	<ul style="list-style-type: none"> 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ul style="list-style-type: none"> 2. Operational Support 3. Situational Awareness 4. Training and Exercise 	Conduct regional supply chain integrity assessment and support facility/system level assessments.	<p>Follow Supply Chain Integrity Assessment Plan developed in FY20-21.</p> <p>Engage NCR HCC members, stakeholders, and external (public and private) organizations (e.g., vendors, manufacturers, etc.). Disseminate and present on outcomes of assessment.</p> <p>Assess opportunities for the NCR HCC to support supply chain integrity across the region.</p>	NCR HCC Staff	Present findings by June 2022.	<p>Additional details to be provided by ASPR and/or CDPHE.</p> <p>Initial guidance available through Colorado Hospital Association.</p>
Infectious Disease Preparedness and Surge Response	<ul style="list-style-type: none"> 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ul style="list-style-type: none"> 2. Operational Support 3. Situational Awareness 4. Training and Exercise 	Develop and test a regional infectious disease surge annex.	<p>Collaborate with LPHA and epidemiologist partners throughout development and training and exercise phases.</p> <p>Integrate healthcare facility infectious disease staff, as appropriate.</p>	<p>NCR HCC Staff</p> <p>NCR Public Health Committee</p>	Develop annex and conduct TTX by June 2022.	<p>NCR HCC will ensure that the document is aligned with the state's Emerging Pathogens Plan.</p> <p>Annex will focus on integrating infectious disease considerations into existing surge planning, as appropriate.</p>

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
				<p>Integrate lessons learned from COVID-19, as appropriate.</p> <p>Train and exercise annex with NCR HCC members and stakeholders.</p>			Additional details to be provided by ASPR and/or CDPHE.
NCR Health and Medical Communications Framework	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ol style="list-style-type: none"> 1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise 	Provide training and exercise opportunities on the NCR Health and Medical Communications Framework.	<p>Disseminate NCR Health and Medical Communications Framework to NCR HCC members and stakeholders.</p> <p>Conduct training and exercises, utilizing a building-block approach, on the plan across all relevant disciplines.</p> <p>Support identified gaps.</p> <p>Develop and implement ongoing communications-based exercises in alignment with regional plan.</p>	NCR Health and Medical Communications Committee NCR HCC Staff	Project completion targeted for June 2022.	

PROJECTED PROJECTS FOR 2022-2023

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
Healthcare Recovery Planning	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ol style="list-style-type: none"> 1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability 	TBD	TBD	TBD	TBD	Examine opportunities to incorporate supply chain challenges into recovery planning.
Healthcare Coalition Sustainability	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge 	<ol style="list-style-type: none"> 1. Engagement 2. Operational Support 3. Situational Awareness 4. Training and Exercise 5. Sustainability 	Build on or continue to incorporate sustainability planning efforts into existing NCR HCC documentation, as appropriate.	<p>Develop and document succession plans.</p> <p>Develop and document redundant plans for information sharing.</p> <p>Formalize sustainability of activities identified as essential to NCR HCC operationalization.</p>	TBD	TBD	
Integration of Health Equity into all Planning and Response Documents	<ol style="list-style-type: none"> 1. Foundation for Healthcare and Medical Readiness 2. Healthcare and Medical 	<ol style="list-style-type: none"> 1. Engagement 2. Operational Support 3. Situational Awareness 	Incorporate health equity considerations into all NCR HCC plans and documents.	<p>Consult with health equity SME's across the region/state.</p> <p>Review and revise all NCR HCC plans and</p>	TBD	TBD	

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
	Response Coordination 3. Continuity of Healthcare Service Delivery 4. Medical Surge	4. Training and Exercise 5. Sustainability		documents to be inclusive of health equity principles. Provide guidance documents and/or bring in training on health equity to NCR HCC members and stakeholders.			

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

PROJECTED PROJECTS FOR 2023-2024

Project	HPP Capability	Strategic Priorities	Objective(s)	Key Activities	Lead	Key Dates	Notes
Chemical, Biological, Radiological, Nuclear, Explosive Medical Surge Planning	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	Develop and test a regional CBRNE surge annex.	Integrate Biological, Nuclear/Radiological, Incendiary, Chemical, Explosive (BNICE) web-based training. Integrate NCR HazMat Committee, as appropriate.	TBD	TBD	

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

**NORTH CENTRAL REGION HEALTHCARE COALITION
SUGGESTED CHAPTER DISCUSSION TOPICS
2020-2024**

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
Closed Points of Dispensing	<ul style="list-style-type: none"> In response to COVID-19 vaccination planning at the local level 	
Alternate Care Site Planning	<ul style="list-style-type: none"> Activation of Alternate Care Sites during COVID-19 response: roles and responsibilities 	
Facility Evacuation	<ul style="list-style-type: none"> Coalition Surge Test 	
Hospital Surge: Mass Casualty Incident (MCI)	<ul style="list-style-type: none"> Complex Coordinated Terrorist Attack Planning 	Inclusive of Patient Tracking and Reunification project through NCR.
Burn Surge	<ul style="list-style-type: none"> NCR HCC Response Plan NCR HCC Burn Surge Annex 	Training and education on statewide burn plan in anticipation of the development of regional burn plan.
Pediatric Medical Surge	<ul style="list-style-type: none"> NCR HCC Response Plan NCR HCC Pediatric Surge Annex 	Training and education on NCR Pediatric Surge Annex in preparation for regional TTX.
Disaster Behavioral Health	<ul style="list-style-type: none"> Support of Psych First Aid trainings through Community Mental Health Centers 	
Workplace Violence/Active Threat Training	<ul style="list-style-type: none"> Members continue to identify training/exercise gaps related to this topic 	Additional information available through the 2019 NCR HCC Training Needs Assessment.

**APPENDIX A: NORTH CENTRAL REGION HEALTHCARE COALITION
 COLORADO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT (CDPHE) SCOPE OF WORK CROSSWALK
 BP2: 2020-2021**

Supporting Documents:

- [2017-2022 Healthcare Preparedness and Response Capabilities](#)
- [2017-2022 Hospital Preparedness Program Performance Measures Implementation Guidance](#)
- [ASPR Hospital Preparedness Program Cooperative Agreement - 2019](#)

Activities/Sub-activities	Standards and Requirements	Deliverables	Due Date	Notes
Develop HPP Healthcare Coalition Training and Exercise Plan (TEP)		Submit TEP to CO-SHARE and Coalition Assessment Tool (CAT)	7/31/2020	
Provide HCC Member Organization List	Member Organization Spreadsheet	Submit list to CO-SHARE	7/31/2020	
Submit Quarterly Reports	Quarterly reports shall include: <ul style="list-style-type: none"> • Key gaps and activities taken to address gaps • Activities of the HCC to build inclusive planning • Action steps taken regarding regulatory requirements • EMS MACC structure development successes and challenges • When the HCC will participate in the NDMS patient movement exercise 	Submit reports to CO-SHARE	Quarterly on last day of the quarter	Quarterly reports shall include
Develop Essential Elements of Information (EEI) Template		Submit template to CO-SHARE.	9/30/2020	Outline process for collecting information to complete ASPR EEI template.

Activities/Sub-activities	Standards and Requirements	Deliverables	Due Date	Notes
Develop/Update HCC Five-Year Strategic Plan		Submit plan to CO-SHARE	9/30/2020	
Update Response Plan		Submit updated plan to CO-SHARE and CAT	9/30/2020	
Complete Response Plan Checklist		Submit checklist to CO-SHARE	9/30/2020	
Update HCC Governance Document		Submit updated document to CO-SHARE and CAT	9/30/2020	
Develop HCC EEI		Submit EEI to CO-SHARE	12/30/2020	Submit EEI template that the NCR HCC will utilize to obtain information from members/partners during the initial stages of an incident. Based on Conditions, Actions, Needs (CAN) Assessment.
Develop HCC Sustainability Plan	Address, within the Sustainability Plan, the 10 sustainability elements identified in the Hospital Preparedness Program Funding Opportunity Announcement (FOA), pages 53-54.	Submit plan to CO-SHARE	12/30/2020	Incorporate into NCR HCC Response Plan.
Update HCC Joint Risk Assessment (JRA)		Submit JRA to CO-SHARE and CAT	12/30/2020	
Attend the Regional Training and Exercise Planning Workshop (TEPW)		Submit names to CO-SHARE	12/30/2020	NCR/UASI facilitates TEPW in the NCR.
Develop Crisis Standards of Care Annex		Submit annex to CO-SHARE and CAT	12/30/2020	Foundation for annex is the Colorado Crisis Standards of Care Plan.

Activities/Sub-activities	Standards and Requirements	Deliverables	Due Date	Notes
Complete HCC Work Plan		Submit work plan to CO-SHARE and CAT	1/30/2021	
Complete/Update Coalition Assessment Tool (CAT)		Complete assessment in CAT	1/20/2021 6/15/2021	
Develop Information Sharing Plan		Submit plan to CO-SHARE	3/31/2021	Integrate into NCR HCC Response Plan.
Submit HCC Resource Inventory Assessments		Submit assessments to CO-SHARE and CAT	3/31/2021	
Update HCC Preparedness Plan		Submit updated plan to CO-SHARE and CAT	3/31/2021	
Develop Regional Burn Surge Annex		Submit annex to CO-SHARE and CAT	3/31/2021	
Upload Coalition Surge Test data		Submit data to CAT	6/15/2021	Tentative schedule: <ul style="list-style-type: none"> • Planning begins February 2021 • Exercise in late April 2021 • AAR published June 2021
Develop HCC Resource Inventory Report		Submit report to CO-SHARE	6/15/2021	
Develop Public Information Officer (PIO) Training Plan		Submit plan to CO-SHARE	6/15/2021	HCC will <i>support</i> established PIO training and education initiatives.

Activities/Sub-activities	Standards and Requirements	Deliverables	Due Date	Notes
Participate in the Regional Pandemic Influenza Functional Exercise		Submit participant names to CO-SHARE	6/15/2021	
Develop HCC Continuity of Operations Plan (COOP)		Submit plan to CO-SHARE and CAT	6/15/2021	CDPHE-OEPR to provide support and template.
Develop Plan for conducting Supply Chain Integrity Assessment		Submit plan to CO-SHARE	6/15/2021	Colorado Hospital Association has published guidance on supply chain assessment.
Develop HCC Volunteer Management Plan		Submit plan to CO-SHARE	6/15/2021	Engage NCR Volunteer Management Workgroup.
Develop HCC Membership Educational Tool		Submit tool to CO-SHARE	6/15/2021	
Develop Resource Information Sharing Plan		Submit plan to CO-SHARE	6/15/2021	Integrate into NCR HCC Response Plan
Develop a Plan to Collaborate and Coordinate with the National Disaster Medical System (NDMS)		Submit plan to CO-SHARE	6/15/2021	Partner with Rocky Mountain Regional Veterans Affairs Medical Center
Conduct Burn Surge Annex Tabletop		Submit AAR to CO-SHARE	6/30/2021	

APPENDIX B: ACRONYMS

Acronym	Term
AAR	After Action Report
ASPR	Assistant Secretary for Preparedness and Response
BNICE	Biological, Nuclear/Radiological, Incendiary, Chemical, Explosive
CAT	Coalition Assessment Tool
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CCTA	Complex Coordinated Terrorist Attack
CDPHE	Colorado Department of Public Health and Environment
CHA	Colorado Hospital Association
COOP	Continuity of Operations Plan
CORHIO	Colorado Regional Health Information Organization
CST	Coalition Surge Test
EI	Essential Elements of Information
EMS	Emergency Medical Services
EMS MACC	Emergency Medical Services Multiagency Coordination Center
ESF	Emergency Support Function
FOA	Funding Opportunity Announcement
FY	Fiscal Year
HCC	Healthcare Coalition
HHS	Health and Human Services
HPP	Hospital Preparedness Program
IAEMSC	International Association of Emergency Medical Services Chiefs
IP	Improvement Plan
NCR	North Central Region
NCR HCC	North Central Region Healthcare Coalition
NC-RHCP	North Central Regional Hospital Coordination Plan
NDMS	National Disaster Medical System
OEPR	Office of Emergency Preparedness and Response
PIO	Public Information Officer
PPE	Personal Protective Equipment
SOW	Statement of Work
TBD	To Be Determined
TEP	Training and Exercise Plan
TEPW	Training and Exercise Planning Workshop
TTX	Tabletop Exercise
UASI	Urban Areas Security Initiative