

**St. Louis Area Regional Response System (STARRS)
Healthcare Coalition
Healthcare Subcommittee
Regular Meeting**

Meeting Details

DATE: Wednesday, March 10, 2021 CONVENED: 0930 HRS ADJOURNED: 1046 HRS
CHAIRS: J. Campbell C. Minks

Attendance

MEMBERS: L. Abrams B. Barton C. Blank D. Carver R. Charney B. Chotrow
L. Essex J. Hendee E. Hooks T. Horton S. Icenhower M. Leasure
J. O'Brien V. Poston S. Pratt J. Ryan H. Sandkuhl A. Spier
M. Tanton

PARTNERS: D. Chambers K. Foerst J. Hauser S. Peterson A. Taylor B. Zoref

GUESTS:

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
Call to Order	Meeting called to order at 0930 hours by J. Campbell via Teams.	No further action required.
Meeting Objectives	J. Campbell shared March meeting objectives: <ol style="list-style-type: none"> 1. Review Focus Team recommendations for subcommittee membership definitions and organization/system distinctions 2. Update Healthcare Subcommittee Goal Development Plan via leader progress reports; identify any barriers to success 3. Review HPP grant requirements and develop workplan for deliverables 4. Update subcommittee members on coalition/regional activities, initiatives, and opportunities 	<p>Objective Complete</p> <p>Objective Complete</p> <p>Objective Complete</p> <p>Objective Complete</p>
Meeting Minutes	<p>Refer to Attachment A of meeting materials packet.</p> <p>C. Minks submitted draft meeting minutes from Wednesday, Jan 20, 2021 for review and approval.</p> <p>Discussion No discussion.</p> <p>Recommendation Approve as submitted.</p> <p>Decision M. Tanton motioned to approve; V. Poston seconded. Minutes approved as submitted.</p>	No further action required.
Announcements		
Electronic Attendance Tracking	J. Campbell announced new electronic sign-in solution to be tested by Healthcare Subcommittee for potential use during other STARRS virtual meetings. Electronic sign-in sheet available via link: https://veoci.com/v/p/form/g9gwc9xbxh26	J. Campbell to track use and update during next meeting.

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
Introductions	<p>J. Campbell invited new members and partners to provide brief introduction.</p> <p>No introduction or welcomes occurred during March.</p>	No further action required.
Membership Form Update	<p>J. Campbell reported new Healthcare Subcommittee membership form received thirty-four (34) total entries.</p> <ul style="list-style-type: none"> - Twenty-eight (28) healthcare organizations - Six (6) partner organizations <p>Membership form available via link: https://veoci.com/v/p/form/bx7mf2eg2p43</p> <p>Entry submission deadline is Wednesday, March 31, 2021.</p> <ul style="list-style-type: none"> - Commencing Q2 2021 member form entries to become primary directory for members and partners <ul style="list-style-type: none"> o All previous iterations/lists discontinued 	<p>All subcommittee members and partners to submit individual entries by March 31 deadline.</p>
Intake Form Update	<p>J. Campbell announced new Healthcare Subcommittee intake process to submit questions, concerns, or other updates.</p> <p>Features include:</p> <ul style="list-style-type: none"> - Public-facing, standardized method to share questions - Enables tracking of subcommittee and coalition issues - Allows timely follow-up using an identified preferred communication method, if/as requested <p>Intake form available via link: https://veoci.com/v/p/form/nbwy7prxhtzm</p>	Members and partners to complete intake forms as needed.
Old Business		
Membership Review Focus Team Update	<p>C. Minks reported the following outcomes and proposals following February 22 Membership Review focus team meeting:</p> <p><u>Concept of Operations (CONOPS) – Definitions</u></p> <p><u>Healthcare Organization</u></p> <ul style="list-style-type: none"> - Any organization engaged in the provision of direct healthcare services and treatment to St. Louis community - Not required to be licensed by CMS for membership eligibility - Not required to be affiliated with system for membership eligibility <p><u>Partner Organization</u></p> <ul style="list-style-type: none"> - Organizations or agencies supporting healthcare organizations in St. Louis area - Include, but are not limited to Public Health, Emergency Management, & Emergency Medical Services (EMS) agencies 	

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
<p>Membership Review Focus Team Update cont.</p>	<p><u>Healthcare System</u></p> <ul style="list-style-type: none"> - Any consortium of healthcare organizations connected via joint management arrangement, contractual agreement, or corporate ownership structure <p><u>Concept of Operations (CONOPS) – Membership</u></p> <p>STARRS Healthcare Subcommittee roster divided into two (2) categories:</p> <ul style="list-style-type: none"> - Members - Partners <p><u>Members</u></p> <ul style="list-style-type: none"> - Representatives from Healthcare Organizations with < fifty percent (50%) attendance - Each Member is allocated one (1) vote for regular Subcommittee business decisions - Each Healthcare Organization may have one (1) voting Member, with delegation as needed <p><u>Partners</u></p> <ul style="list-style-type: none"> - Partners are representatives from Healthcare Systems, Partner Organizations, and Healthcare Organizations without attendance compliance - Partners are not allocated any votes for Healthcare Subcommittee business <p><u>Discussion</u> No discussion.</p> <p><u>Recommendation</u> Approve as submitted.</p> <p><u>Decision</u> Focus team recommendations approved as submitted.</p> <p><u>Next Steps</u></p> <p>Incorporate membership CONOPS into revised <i>Healthcare Subcommittee Charter</i> via Goal 4 workgroup.</p>	<p>C. Minks to add membership CONOPS details into goal 4 work scope.</p>
Goal Development Plan Reports		
<p>Goal 1: Membership & Recruitment</p>	<p>Refer to Attachment B of meeting materials packet.</p> <p>J. Campbell provided the following updates:</p> <p><u>Workgroup Highlights</u></p> <ul style="list-style-type: none"> - MO DHSS shared CMS provider list for MO Region C - Reconciling previous membership lists with CY2021 form entries - Coordinated Focus Team to develop membership definitions 	

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
Goal 1: Membership & Recruitment cont.	<p><u>Upcoming Activities</u></p> <p>Workgroup coordinating to:</p> <ul style="list-style-type: none"> - Complete membership data review - Develop DRAFT Healthcare Subcommittee “one-pager” <p>No challenges or barriers identified.</p> <p>Next workgroup meeting TBD.</p>	<p>A. Blevins to coordinate next workgroup meeting and provide update during next meeting.</p>
Goal 2: Support Technology	<p>J. O’Brien provided the following updates:</p> <p><u>Goal Scope Change</u></p> <ul style="list-style-type: none"> - Executive leadership engagement initiatives to be resolved via STARRS Healthcare Coalition Executive Committee <ul style="list-style-type: none"> o Align existing senior/policy level representatives to initiative “scope” - Healthcare Subcommittee Goal 2 revised to focus on membership interface needs and technology solutions <p><u>Upcoming Activities</u></p> <p>Workgroup coordinating to:</p> <ul style="list-style-type: none"> - Define feedback system/survey scope - Identify solutions and include ranking option <p>No challenges or barriers identified.</p> <p>Next workgroup meeting TBD.</p>	<p>J. O’Brien to coordinate next workgroup meeting and provide update during next meeting.</p>
Goal 3: Subcommittee Report	<p>J. Campbell provided the following updates:</p> <p><u>Workgroup Highlights</u></p> <ul style="list-style-type: none"> - Coordinated with HCC leaders to review existing reporting systems, and determined current coalition reporting systems not ideal for Healthcare Subcommittee goal purposes <p><u>Upcoming Activities</u></p> <p>Workgroup coordinating to:</p> <ul style="list-style-type: none"> - Develop subcommittee semiannual report outline - Determine datasets for potential inclusions in report <p>No challenges or barriers identified.</p> <p>Next workgroup meeting TBD.</p>	<p>J. Campbell to coordinate next workgroup meeting and provide update during next meeting.</p>

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
Goal 4: Subcommittee Administration	<p>C. Minks provided the following updates:</p> <p><u>Workgroup Highlights</u></p> <ul style="list-style-type: none"> - Coordinated with HCC leaders and regional partners to commence “in-scope” document review <p><u>Upcoming Activities</u></p> <p>Workgroup coordinating to:</p> <ul style="list-style-type: none"> - Establish review workplan & issue review assignments - Complete revision & synergy updates <p>No challenges or barriers identified.</p> <p>Next workgroup meeting TBD.</p>	<p>C. Minks to coordinate next workgroup meeting and provide update during next meeting.</p>
Goal Plan Summary	<p>J. Campbell opened meeting for subcommittee goal plan development discussion.</p> <p><u>Discussion</u></p> <p>No Goal Plan discussion.</p> <p>Discussion occurred related to other subcommittee business. Summary and outcomes highlighted within “Open Discussion” section of meeting minutes.</p> <p><u>Recommendation</u></p> <p>Update goal plan objectives with recent progress reports.</p> <p><u>Decision</u></p> <p>Goal plan to be updated.</p> <p><u>Next Steps</u></p> <ul style="list-style-type: none"> - Goal workgroup leaders schedule March and April meetings - Goal workgroup leaders submit electronic progress report form for May meeting update 	<p>All goal leaders to complete actions as approved.</p>
Workgroup Reports		
Pediatric Surge Planning	<p>M. Tanton provided the following updates:</p> <p><u>Workgroup Highlights</u></p> <ul style="list-style-type: none"> - Children & Youth in Disasters committee planning virtual pediatric conference Q3 or Q4 2021 - Pediatric Planning has not met due to COVID activities <p>No challenges or barriers identified.</p> <p>Next workgroup meeting Tuesday, June 1, 2021.</p>	<p>M. Tanton to coordinate next workgroup meeting and provide update during next meeting.</p>

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
Coalition Partner Updates		
Public Health	<p>J. Hauser and K. Foerst provided the following updates:</p> <p><u>Sector Highlights</u></p> <ul style="list-style-type: none"> - Continuing mass COVID-19 vaccination efforts per jurisdiction & aligned to tier groups - Improved consistency with vaccine dose allocation has enhanced public health long-term planning, clinic performance, and overall vaccination efficiency <p><u>Upcoming Activities</u></p> <ul style="list-style-type: none"> - Mass vaccination clinic operating at UMSL on Saturday, March 13. Clinic scope is exclusive to second (2nd) dose Pfizer vaccines. - Public health partners still developing platform for regular mass vaccine clinics. <p><u>Challenges</u></p> <ul style="list-style-type: none"> - Limited number of available vaccines statewide causing delays in distribution of vaccine to general public in a timely manner. <p>Next Meeting scheduled Monday, March 15.</p>	<p>T. Shaw/J. Hauser provide update during next meeting.</p>
Emergency Medical Services (EMS)	<p>H. Sandkuhl provided the following updates:</p> <p><u>Sector Highlights</u></p> <ul style="list-style-type: none"> - Several EMS agencies staffing vaccine clinics in their community. - Regional leaders are coordinating to develop EMS protocols for needlestick injuries and bloodborne pathogen exposures. <p><u>Upcoming Activities</u></p> <ul style="list-style-type: none"> - Vaccine clinic for first responder community open Monday – Friday from 0800 – 1700 hours on the SLU hospital campus. <ul style="list-style-type: none"> o Includes first (1st) and second (2nd) doses <p><u>Challenges</u></p> <p>No challenges reported.</p> <p>Next meeting TBD.</p>	<p>J. Nowak/H. Sandkuhl to provide update during next meeting.</p>
Emergency Management	No report.	Designated EM partners to provide update during next meeting.

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
EMResource	<p>B. Zoref provided the following updates:</p> <p><u>Sector Highlights</u></p> <ul style="list-style-type: none"> - DHSS/MHA transitioning from group log-in credentials to individual user credentials - DHSS discontinued twice-daily hospital data query <ul style="list-style-type: none"> o Reduction in participation as Missouri COVID-19 inpatient census decreased - Implemented new process for vaccine redistribution <ul style="list-style-type: none"> o Standing open query open to all hospitals and LPHAs in Missouri via EMResource o Initial outcomes are positive; approximately 1200 doses being redistributed to areas of higher need/demand <p><u>Upcoming Activities</u></p> <ul style="list-style-type: none"> - Continue coordinating with public health for broader access into EMResource system <p><u>Challenges</u></p> <p>No challenges reported.</p> <p>Next meeting TBD.</p>	<p>A. Blevins/B. Zoref to provide update during next meeting.</p>
Interoperable Communication	<p>T. Horton providing the following updates:</p> <p><u>Sector Highlights</u></p> <ul style="list-style-type: none"> - Regional satellite phone and amateur radio tests continue <p><u>Challenges</u></p> <p>No challenges reported.</p> <p>Next meeting TBD.</p>	<p>T. Horton to provide update during next meeting.</p>
New Business		
HPP Annex Development Plan	<p>B. Zoref provided the following updates:</p> <p><u>Current Status</u></p> <ul style="list-style-type: none"> - Two (2) hazard-specific Regional Response Plan annexes required for HPP grant funding eligibility <ul style="list-style-type: none"> o FY2021: Infectious Disease - accelerated within HPP due to COVID-19 o FY2022: Burn 	

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
HPP Annex Development Plan cont.	<ul style="list-style-type: none"> - DHSS and STARRS discussed requirement scope and deliverables during March 9 meeting - DHSS reviewing annex requirements to determine if/how existing state response plans comply with HPP provisions <ul style="list-style-type: none"> o Final “in-scope” decision to be shared with appropriate coalition leaders by COB Friday, March 19 o Confirmed no discussion or operations-based exercise requirement to be included due to COVID-19 response/recovery experience <p><u>Discussion</u> No HPP Annex discussion</p> <p><u>Recommendation</u></p> <p><u>Next Steps</u></p> <ul style="list-style-type: none"> - DHSS to provide “in-scope” content requirements to HCC Coordinator; anticipated delivery Friday, March 19 - HCC Coordinator to assemble Healthcare Coalition focus team to review and establish “annex development plan”, with emphasis on deadlines and deliverables. <p><u>Decision</u> Implement recommendations as discussed.</p>	<p>Team members notify B. Zoref to volunteer for HPP Annex Focus Team.</p> <p style="background-color: #00FF00;">B. Zoref to establish team and provide update during next meeting.</p>
Regional Initiatives		
Complex Coordinated Terrorist Attack (CCTA)	<p>D. Chambers provided the following updates:</p> <p><u>Program Highlights</u></p> <ul style="list-style-type: none"> - Virtual Tabletop Exercise (TTX) facilitated March 2, 2021. TTX included participants from multiple industries, agencies, and municipalities - TTX focused on aspects of a sustained response operation, with emphasis on command transitions, mass fatality management, and family reunification - Recognized areas for improvement and identified targeted corrective actions - Please provide feedback if you participated! <p><u>Upcoming Activities</u></p> <ul style="list-style-type: none"> - Virtual Functional Exercise (FE) scheduled during Q2 2021 <ul style="list-style-type: none"> o Participation invite only for control purposes 	<p>Applicable members to notify D. Chambers with any feedback.</p> <p>Notify D. Chambers for participation, if/as interested.</p> <p style="background-color: #00FF00;">D. Chambers to provide update during next meeting.</p>

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
Healthcare Coalition & SMOC	<p>B. Zoref provided the following updates:</p> <p><u>Coalition Highlights</u></p> <ul style="list-style-type: none"> - Last meeting occurred February 19, 2021 - Reviewed HPP grant program including deliverables and performance periods - Discussed current status of regional Chempack Response Plan and next steps for revision - Provided operational updates for regional vaccinations - Reviewed coalition membership <p><u>Upcoming Activities</u></p> <ul style="list-style-type: none"> - SMOC tri-weekly coordination calls continuing. Calls occur MWF at 1030 hours, with Monday call dedicated to updates from Dr. Garza and St. Louis Regional Pandemic Task Force. - Next meeting scheduled Friday, March 19 at 0900 hours. 	<p>S. Icenhower/B. Zoref to provide coalition update during next meeting.</p>
Training and Exercise		
T&E Subcommittee Report	<p>S. Peterson provided the following updates:</p> <p><u>Highlights</u></p> <ul style="list-style-type: none"> - T&E Subcommittee March meeting cancelled - February meeting reviewed CCTA exercise activity and UASI grant spending opportunities <p><u>Upcoming Training Opportunities</u></p> <ul style="list-style-type: none"> - St. Louis National Weather Service (NWS) hosting virtual Storm Spotter course Saturday, March 20 from 1400 – 1515 hours. - Mass Fatalities Planning and Response for Rural Communities course April 1 – 2, 2021 - NIMS ICS All-Hazards Division/Group Supervisor (DIVS) course June 16 – 18, 2021 <p><u>Upcoming Activities</u></p> <ul style="list-style-type: none"> - Next meeting scheduled Tuesday, April 10 at 1000 hours. 	<p>Interested members may register via this link.</p> <p>Interested members may register via this link.</p> <p>Interested members may register via this link.</p> <p>S. Peterson to provide coalition update during next meeting.</p>
Organizational T&E Opportunities	No organizational T&E opportunities shared.	No further action required.
Grant Funding Programs		
UASI, HPP, and PHEP	D. Chambers provided the following updates:	

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
UASI, HPP, and PHEP cont.	<p><u>Grant Highlights</u></p> <ul style="list-style-type: none"> - UASI grant period is open through Q1 2021 <ul style="list-style-type: none"> o Minor changes from FY2020 o FY2021 amount is largest UASI award region received since FY2011 - All subcommittee chairs received information packet for project request submissions - PHEP grant released; currently being coordinated via DHSS - HPP July 1 start not released yet 	<p>D. Chambers to provide update during next meeting.</p>
Regulatory/Accreditation		
Survey Activity	<p>Team members provided the following updates regarding recent TJC survey at their respective organizations:</p> <p><u>SSM Lake St. Louis Hospital</u></p> <ul style="list-style-type: none"> - Surveyor reviewed documentation prior to visiting hospital - Questions focused on COVID-19 response/recovery <ul style="list-style-type: none"> o Overall experience within hospital and community o Strengths and improvement opportunities - EM interview session was informal and conversational - Surveyor background was RN <ul style="list-style-type: none"> o Lacked background or expertise in healthcare emergency management programming <p><u>BJH West County Hospital</u></p> <ul style="list-style-type: none"> - Survey focused on COVID-19 experience - RN surveyor did not have concept grasp of EM standards they were reviewing <ul style="list-style-type: none"> o No experience in EM field - Opportunities for targeted growth and development were lost due to surveyor inexperience and lack of EM expertise <ul style="list-style-type: none"> o Questions did not lead to exposing or resolving issues <p><u>Discussion</u></p> <p>Team members shared frustration with lackluster, “fluffy” EM regulatory/accreditation survey experience. Specific areas of concern related to shortfalls in meaningful EM growth potential following program audit, impacting organizations, regions, and industry.</p>	<p>Team members to continue sharing relevant survey experience, including challenges, solutions, and recommendations.</p>
TJC Standard Review Panel	<p>J. Campbell reported that BJH EM leadership was appointed to the Joint Commission (TJC) EM Standards Review Panel (SRP) in November 2020.</p>	

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
TJC Standard Review Panel cont.	<p><u>SRP Purpose</u></p> <ul style="list-style-type: none"> - Develop and critique new EM chapter standards and performance metrics - Discuss EM survey strategies and methods with TJC leadership, including <ul style="list-style-type: none"> o Surveyor expertise and qualifications o EM performance metric integration <p><u>Highlights</u></p> <ul style="list-style-type: none"> - Three (3) phases of new EM standard review complete <ul style="list-style-type: none"> o Phases of EM o Six (6) TJC critical EM areas o Leadership integration in EM program - One (1) survey method workshop conducted <ul style="list-style-type: none"> o Constructive dialogue on surveyor background o Challenges associated with “hollow” surveys o Causal and contributing factors hindering advancement of healthcare sector resilience <p><u>Upcoming Activities</u></p> <ul style="list-style-type: none"> - St. Louis regional healthcare organizations have direct channel to TJC leadership, increasing opportunity to inform and influence EM survey outcomes on a national level. <p><u>Discussion</u></p> <p>D. Chambers expressed appreciation for TJC and CMS attempting to align respective regulatory/accreditation requirements, and shared hope that similar coordinate efforts are applied to aligned TJC/CMS with future grant provisions and funding programs.</p>	<p>Team members to continue sharing relevant survey experience, including challenges, solutions, and recommendations.</p>
Open Discussion		
Regional After-Action Report	<p>J. O’Brien reported need for regional healthcare coalition After-Action Report (AAR), with specific emphasis on the following:</p> <ul style="list-style-type: none"> - Critical, objective, deep-dive analysis in demonstrated strengths and improvement areas - Executive leadership awareness of critical gaps and resolution activities - Elements to preserve best outcomes and “muscle memory” of regional senior and executive leadership <p>S. Icenhower provided update related to BJC AAR and efforts of scope “broadening” to reflect regional coalition corrective actions.</p> <p>Regional Healthcare Coalition leaders suggested regional AAR activity continue at coalition level, with input and participate from all sector-specific subcommittees.</p>	

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
Regional After-Action Report cont.	<p><u>Next Steps</u></p> <p>1. Establish Healthcare Coalition Regional AAR Focus Team to develop methods and strategies for regional feedback collection. Initial healthcare subcommittee representatives include:</p> <ul style="list-style-type: none"> ○ J. O'brien, C. Minks, J. Campbell 	<p>S. Icenhower and B. Zoref to coordinate team accordingly.</p>
Membership Roles in Leadership Engagement	<p>H. Sandkuhl emphasized need for active healthcare subcommittee membership engagement with their leadership, to transparently share representation, actions/decisions, funding allocation, and regional readiness posture.</p> <p>Recommendations and transparency-promoting practices were reviewed, and include the following:</p> <ul style="list-style-type: none"> - Individuals representing healthcare organizations as voting members meet with their leader(s) following subcommittee meetings to share materials and discuss outcomes <ul style="list-style-type: none"> ○ Materials include agenda, minutes, presentation - Organizational EM representatives submit healthcare subcommittee materials via their interdisciplinary EM committees <p>V. Poston concurred, and shared challenges associated with personnel transition.</p> <p>Recommendations to monitor membership based on organization instead of individuals were discussed, as an opportunity to build representation redundancy.</p> <p><u>Next Steps</u></p> <ul style="list-style-type: none"> - Incorporate recommendations into revised Healthcare Subcommittee Charter as membership standard work 	<p>C. Minks to add membership leadership engagement details into goal 4 work scope.</p>
Resources and Literature		
ASPR TRACIE	<p>Refer to Attachments C and D of meeting materials packet.</p> <p>J. Campbell shared two (2) articles from ASPR TRACIE:</p> <ul style="list-style-type: none"> - The Express – February 2021 - COVID-19 Hospitals and Lessons Learned 	<p>No further action required.</p>
Meeting Conclusion		
Action Item Review	<p>J. Campbell reviewed action items from March meeting:</p> <p><u>Membership Form</u></p> <ul style="list-style-type: none"> - All Subcommittee participants to submit one (1) individual membership form by COB March 31, 2021 	

TOPIC Focus	DISCUSSION/RECOMMENDATION Analyze	ACTION ITEMS Develop
Action Item Review cont.	<u>Goal Development</u> <ul style="list-style-type: none"> - Goal workgroup leaders schedule March and April meetings - Goal workgroup leaders submit electronic progress report form for May meeting update <u>Regional Healthcare Coalition AAR</u> <ul style="list-style-type: none"> - Establish Healthcare Coalition Regional AAR Focus Team to <ul style="list-style-type: none"> o Develop methods and strategies for regional feedback collection o Commence drafting of AAR with corrective actions <u>HPP Response Plan Annex</u> <ul style="list-style-type: none"> - Upon receipt of “in-scope” requirements, HCC Coordinator to assemble Coalition-level focus team to develop and implement annexes 	
Next Meeting	Wednesday, May 12, 2021 0930 – 1100 hours Microsoft Teams	J. Campbell to schedule meeting accordingly.
Adjournment	J. Campbell adjourned the meeting at 1046 hours	No further action required

Respectfully submitted,

Jason Campbell
Chair
STARRS Healthcare Subcommittee

STARRS Healthcare Subcommittee

Regular Meeting
Wednesday, March 10, 2021



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Agenda & Meeting Objectives

- I. Review Focus Team recommendations for subcommittee membership definitions & organization/system distinctions
- II. Update Healthcare Subcommittee Goal Development Plan via leader progress reports; identify any barriers to success
- III. Review HPP grant requirements & develop workplan for deliverables
- IV. Update subcommittee members on coalition/regional activities, initiatives, & opportunities

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Review Meeting Minutes

- Last Meeting
 - Wednesday, January 20, 2021
 - Highlights:
 - Reviewed membership update project & shared new Membership Form
 - All members & partners to submit update form by March 31, 2021
 - Established CY2021 Goal Development Plan
 - Approved subcommittee liaison officers
 - Received regional updates
 - COVID-19 response & recovery operations
 - Coalition partner progress & status
- Next Steps
 - Review & approve

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Announcements Electronic Sign-In

- Developed as alternative attendance tracking tool during virtual meetings
- Includes all regular sign-in sheet fields
 - Name
 - Organization
 - Signature



Subcommittee Electronic Sign-in Sheet

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Announcements Introductions

- New Members Welcome!

- Introduction

- Name
- Organization/Agency
- Emergency Management Role



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Announcements Membership Form Update

- Current Status

- Thirty-four (34) entries
 - 28 Healthcare Organizations
 - 6 Partner Organizations

- Next Steps

- Form to remain active
- Entries to become primary subcommittee membership directory March 31, 2021
 - Previous iterations & lists to be discontinued

STARRS Healthcare Subcommittee Membership Form - 2021

Purpose:

1. Verify and update STARRS Healthcare Subcommittee member roster.
2. Update contact information for STARRS Healthcare Subcommittee membership.
3. Identify members able to assist STARRS Healthcare Subcommittee via a Liaison or Goal Workgroup support role.

Organization Details

Organization Name *required
What is the name of your organization?

Organization Type *required
Select the description that best fits your organization type.

Healthcare Organization

Partner Organization

Organization Details
Provide an additional organization details such as a unique aspect of your organization.

Membership Details

First Name *required
What is your first name?

Last Name *required
What is your last name?

Email Address *required
What is your email address?

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Announcements Subcommittee Intake Form

- Public-facing, standardized method to submit questions/concerns
- Enables tracking & trending of subcommittee & coalition issues via categorization
- Allows follow-up via preferred communication method, as needed

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Old Business Membership Review Focus Team Update

- Developed membership definitions & details during Feb 22 meeting
- CONOPS – Definitions
 - Healthcare Organization
 - Any organization engaged in the provision of direct healthcare services and treatment to St. Louis community
 - Not required to be licensed by CMS for membership eligibility
 - Not required to be affiliated with system for membership eligibility
 - Partner Organization
 - Organizations or agencies supporting healthcare organizations in St. Louis area
 - Include, but are not limited to Public Health, Emergency Management, & Emergency Medical Services (EMS) agencies
 - Healthcare System
 - Any consortium of healthcare organizations connected via joint management arrangement, contractual agreement, or corporate ownership structure

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Old Business

Membership Review Focus Team Update

- CONOPS – Membership
 - STARRS Healthcare Subcommittee roster divided into two (2) categories:
 - Members
 - Partners
 - **Members**
 - Representatives from **Healthcare Organizations** with < fifty percent (50%) attendance
 - Each Member is allocated one (1) vote for regular Subcommittee business decisions
 - Each **Healthcare Organization** may have one (1) voting Member, with delegation as needed
 - **Partners**
 - Partners are representatives from **Healthcare Systems, Partner Organizations, and Healthcare Organizations** without attendance compliance
 - Partners are not allocated any votes for Healthcare Subcommittee business

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Old Business

Membership Review Focus Team Update

- Next Steps
 - Discussion, questions, clarification
 - Integrate consensus outcomes into updated *Healthcare Subcommittee Charter*

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Goal Development Plan Reports I – Membership & Recruitment

- Workgroup Highlights
 - MO DHSS shared CMS provider list for MO Region C
 - Reconciling previous membership lists with CY2021 form entries
 - Coordinated Focus Team to develop membership definitions
- Upcoming Activities
 - Coordinating with workgroup to
 - Complete membership data review
 - Develop DRAFT Healthcare Subcommittee “one-pager”

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Goal Development Plan Reports I – Membership & Recruitment

- Challenges or Barriers
 - None reported
- Next Meeting
 - TBD

Goal 1	Cultivate an inclusive healthcare subcommittee that is reflective of the St. Louis community and includes representation from all provider/facility types.		
	Description	Deadline	Completion
Objective 1A	Coordinate with local/state partners to identify applicable healthcare organizations and facilities within subcommittee geographic scope.	31-May	26 - 50%
Objective 1B	Review, verify, and update current subcommittee membership roster.	31-May	26 - 50%
Objective 1C	Develop healthcare subcommittee one-page summary sheet with membership responsibilities, benefits, enrollment details, and FAQs.	31-May	0 - 25%
Objective 1D	Distribute subcommittee summary sheet to all eligible healthcare organizations.	30-Jun	0 - 25%
Objective 1E	Monitor membership expansion and healthcare facility representation; revise strategy for Goal 1 achievement if/as required.	31-Dec	0 - 25%
Objective 1F	Update contact information for all current and new subcommittee members.	30-Jun	26 - 50%

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Goal Development Plan Reports

2 – Support Technology

- Workgroup Highlights
 - Re-scoped goal to focus on membership interface gaps & technology solution implementation
 - Regional exec leadership engagement initiatives to be resolved via Coalition Committee
- Upcoming Activities
 - Coordinating with workgroup to define survey scope & parameters
 - Survey to include solution features & ranking/prioritization options

• 13 •

13

Goal Development Plan Reports

2 – Support Technology

- Challenges or Barriers
 - None reported
- Next Meeting
 - TBD

Goal 2	Implement healthcare subcommittee membership support technology to resolve identified interface gaps.		
	Description	Deadline	Completion
Objective 2A	Develop and distribute electronic survey to determine and rank specific membership portal needs/features.	31-May	0 - 25%
Objective 2B	Analyze and report membership portal survey results within during May meeting.	30-Jun	0 - 25%
Objective 2C	Identify potential portal solutions that support/resolve critical needs, as defined by survey results.	30-Jun	0 - 25%
Objective 2D	Establish portal solution for subcommittee membership and verify resolution of critical gaps.	30-Sep	0 - 25%

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Goal Development Plan Reports

3 – Subcommittee Reports

- Workgroup Highlights
 - Coordinated with HCC leaders to assess existing reporting systems for potential goal applicability
 - Determined current coalition reporting systems not ideal for Healthcare Subcommittee goal purposes

- Upcoming Activities
 - Coordinating with workgroup to
 - Develop subcommittee semiannual report outline
 - Determine datasets for potential inclusions in report dashboard

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Goal Development Plan Reports

3 – Subcommittee Reports

- Challenges or Barriers
 - Absence of historical data & regional precedent

- Next Meeting
 - TBD

Goal 3	Elevate healthcare subcommittee visibility and accountability via production of semiannual reports.		
	Description	Deadline	Completion
Objective 3A	Coordinate with HCC Coordinator and partner subcommittee chairs to identify content/data to maximize report utility and relevance.	31-May	26 - 50%
Objective 3B	Develop DRAFT report outline and dashboard for review/approval by appropriate regional partners/leaders.	31-May	0 - 25%
Objective 3C	Distribute initial subcommittee report to full membership and designated partner recipients.	30-Jun	0 - 25%
Objective 3D	Incorporate applicable report revisions/improvements and distribute annual report to all recipients.	31-Dec	0 - 25%

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Goal Development Plan Reports

4 – Subcommittee Administration

- Workgroup Highlights
 - Coordinated with HCC leaders & regional partners to commence “in-scope” document review
- Upcoming Activities
 - Coordinating with workgroup to
 - Establish review workplan & issue review assignments/deadlines
 - Complete revision & synergy updates

• 17 •

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Goal Development Plan Reports

4 – Subcommittee Administration

- Challenges or Barriers
 - Multiple documents with variable ownership & updates
- Next Meeting
 - TBD

Goal 4	Optimize healthcare subcommittee management via revision/alignment of applicable Charters, Bylaws, and other administrative materials.		
	Description	Deadline	Completion
Objective 4A	Verify all applicable documents are included in subcommittee review/revision scope.	30-Jun	26 - 50%
Objective 4B	Review current subcommittee Charter; document recommended edits and submit revised version to subcommittee for review/approval.	30-Jun	0 - 25%
Objective 4C	Coordinate with HCC Coordinator and ESF-8 Committee Chairs to strengthen alignment of approved Healthcare Subcommittee Charter with applicable coalition/STARRS administrative documents; support revision as appropriate.	30-Sep	0 - 25%
Objective 4D	Verify all applicable coalition and healthcare subcommittee management materials are aligned for optimal administrative coordination for upcoming year.	31-Dec	0 - 25%

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Goal Development Plan Reports Conclusion

- Next Steps – Subcommittee
 - Discussion, questions, clarification
 - Trending towards better processes & outcomes?
 - Course correction required?
 - Update Plan with objective progress reports
- Next Steps – Goal Leaders
 - Schedule workgroup meetings to advance tasks & projects
 - March & April
 - Submit monthly progress reports via electronic *Report Form*

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Workgroup Reports Pediatric Surge Planning

- Workgroup Highlights
 - Children & Youth in Disasters (CYID) committee planning virtual pediatric conference Q3 or Q4 2021
- Upcoming Activities
 - Pediatric Surge Planning has not met due to COVID activities
- Challenges or Barriers
 - None to report
- Next Meeting
 - June 1, 2021

• 20 •

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Coalition Partner Updates Public Health

- Sector Highlights
 - Continuing mass COVID-19 vaccination efforts per jurisdiction & aligned to tier groups
- Upcoming Activities
 - Mass vaccination clinics
- Challenges
 - Limited number of available vaccine statewide causing delays in distribution of vaccine to general public in a timely manner
- Next Meeting
 - March 15, 2021

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Coalition Partner Updates EMS

- Sector Highlights
- Upcoming Activities
- Challenges
- Next Meeting

• 22 •

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Coalition Partner Updates Emergency Management

- [Sector Highlights](#)
- [Upcoming Activities](#)
- [Challenges](#)
- [Next Meeting](#)

+ 23 +

23

Coalition Partner Updates EMResource

- [Sector Highlights](#)
- [Upcoming Activities](#)
- [Challenges](#)
- [Next Meeting](#)

+ 24 +

24

Coalition Partner Updates Interoperable Communication

- Sector Highlights
- Upcoming Activities
- Challenges
- Next Meeting

+ 25 +

25

New Business HPP Annex Development Plan

- Current Status
 - Two (2) hazard-specific annexes to Regional Response Plan due during CY2021
 - Infectious Disease
 - Burn
 - Commenced annex development planning
- Next Steps
 - Review specific requirements & deliverables for each annex
 - Establish interorganizational & interdisciplinary focus team to develop annex outlines

+ 26 +

26

Regional Initiatives Complex Coordinated Terrorist Attack (CCTA)

- Program Highlights
 - Virtual TTX facilitated March 2, 2021
 - Included participants across industries & municipalities
- Upcoming Activities
 - Virtual FE scheduled during Q2 2021
 - Progressive incident building upon successes & outcomes from TTX

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Regional Initiatives Healthcare Coalition & SMOC

- Coalition Committee Highlights
 - Last meeting February 19, 2021
 - Reviewed grant deliverables
 - Discussed next steps for Chempack Response Plan
- Upcoming Activities
 - Continue coordination with appropriate partners
- Next Meeting
 - March 19, 2021

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Training & Exercise Subcommittee Report

- Subcommittee Highlights
 - March meeting cancelled

- Upcoming Regional Opportunities
 - CCTA Virtual FE scheduled during Q2 2021

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Training & Exercise Organizational Opportunities

- Upcoming Training & Drill/Exercise Opportunities

• 30 •

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Grant Funding Update UASI, HPP, & PHEP

- Current Status

- Next Steps

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Regulatory/Accreditation Survey Updates Member Experience

- SSM Lake St. Louis Hospital

- St. Luke's Hospital

- BJC West County Hospital

• 32 •

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Regulatory/Accreditation Survey Updates TJC EM Standard Review Panel Opportunity

- Purpose
 - Develop & critique new EM chapter standards & Elements of Performance
 - Discuss EM survey strategies & methodology with TJC leadership
 - Surveyor expertise & qualifications
 - EM performance metric integration
- Current Status
 - Three (3) phases of new EM standards review complete
 - One (1) survey methodology workshop conducted
- Next Steps
 - Members encouraged to report survey experiences, including gaps & strengths
 - J. Campbell to share approved details with TJC for review & consideration towards process improvement

• 33 •

33

Open Discussion

- Topics missed?
- Good for the order?
- Celebrations & shoutouts?



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Resources & Literature ASPR TRACIE

- The Express – Feb 2021
 - Monoclonal antibody services
 - Healthcare communication vulnerabilities
 - Nashville bombing
 - Critical Infrastructure Protection
- Designated COVID-19 Hospitals & Lessons Learned
 - Explores challenges & outcomes of being designated facility within health system



Designated COVID-19 Hospitals: Case Studies and Lessons Learned



Health systems and communities across the U.S. have experienced immediate responses to requests to respond to the COVID-19 pandemic. One strategy has been to designate a facility within the system or area to exclusively treat confirmed COVID-19 patients. This designation may help coordinate care, optimize resource utilization, and protect non-COVID-19 patients and healthcare workers.¹¹

This document does not discuss the pros and cons of designating a COVID-19 hospital. There was unanimous agreement among the facilities interviewed that designating one hospital within the health system or community was ideal for their circumstances and helped focus COVID-19 care and expertise, personal protective equipment (PPE), and processes/standardized care in one location. It is important to note, however, that this model was applied when a healthcare system had multiple hospitals in a geographic area and could ensure that others could provide emergency and other services without risk to the community. The volume of COVID-19 cases also needed to be high enough to justify continued dedication of the facility. The following summary of the lessons learned and key planning considerations are relevant to all hospitals designating units for COVID-19 care.

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Action Item Review

- Meeting Action Items

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Next Meeting

- STARRS Healthcare Subcommittee Meeting
 - Wednesday, May 12, 2021
 - 0930 – 1100 hours
 - Microsoft Teams

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THANK YOU!!



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**St. Louis Regional Healthcare Coalition
Healthcare Subcommittee
Membership Roster
Updated May 6, 2021**

First Name	Last Name	Organizational Role/Position	Email Address	Organization Name	Organization Type	Healthcare Facility Type	Partner Organization Type	System Affiliation	System Affiliation Details
Linda	Abrams	Quality Manager, Infection Preventionist	labrams@surgerypartners.com	Timberlake Surgery Center, St. Louis Spine and Orthopedic Surgery Center, Orthopedic Ambulatory Surgery Center of St. Louis	Healthcare Organization	Ambulatory Surgical Center (ASC)		Yes	Surgery Partners
Jason	Barczewski	Director of Pharmacy, Laboratory and EM/EH&S	jason.barczewski@bjc.org	Barnes-Jewish West County Hospital	Healthcare Organization	Hospital		Yes	BJC Healthcare
Bradley	Barton	Emergency Preparedness Coordinator	bradley.barton@bjc.org	Parkland Health Center	Healthcare Organization	Hospital		Yes	BJC Healthcare
Nick	Blaes	Planning Program Manager	nicholas.blaes@bjc.org	Barnes-Jewish Hospital	Healthcare Organization	Hospital		Yes	BJC Healthcare
Christopher	Blank	Infection Preventionist for Occupational Health and Emergency Preparedness	christopher.blank@bjc.org	BJC HealthCare	Healthcare Organization	Healthcare System		Yes	BJC Healthcare
Andrew	Blevins	Regional Director of Environmental Safety and Emergency Management	andrew.blevins@mercy.net	Mercy Health	Healthcare Organization	Healthcare System		Yes	Mercy Health
Eric	Brandmeyer	Director, EMS & Emergency Preparedness	brandmeyer@andersonhospital.org	Anderson Hospital	Healthcare Organization	Hospital		No	
Jason	Campbell	Manager, Emergency Management and Continuity	jason.campbell@bjc.org	Barnes-Jewish Hospital	Healthcare Organization	Hospital		Yes	BJC Healthcare
Dennis	Carver	Enironmental Safety and Emergency Management Specialist	dennis.carver@mercy.net	Mercy Health	Healthcare Organization	Healthcare System		Yes	Mercy Health
Dale	Chambers	Public Safety Administrator	dale.chambers@ewgateway.org	St. Louis Area Regional Response System (STARRS)	Partner Organization		Grant Funding Administration		
Rachel	Charney	Medical Director of Disaster Preparedness	rachel.charney@health.slu.edu	SSM/SLUCare	Healthcare Organization	Healthcare System		Yes	SSM Health
Brenda	Chotrow	Quality Improvement Coordinator	brenda.chotrow@mercy.net	Mercy Home Health Jefferson	Healthcare Organization	Home Health Agency (HHA)		Yes	Mercy Health
Nathan	Corliss	Manager, Performance Improvement and Project Management	nathan.corliss@bjc.org	Memorial Belleville and Shiloh Hospitals	Healthcare Organization	Hospital		Yes	BJC Healthcare
Leon	Essex	Risk Manager	lessex@phcenters.com	Betty Jean Kerr People's Health Centers	Healthcare Organization	Federally Qualified Health Center (FQHC)		No	
Kyle	Foerst	Planner/Analyst	kfoerst@stlouisco.com	St. Louis County Health / St. Louis Fusion Center	Partner Organization		Public Health Department		
Murrel "Lee"	French	Emergency Manager	lee.french@bjc.org	Memorial Hospital Belleville - Shiloh	Healthcare Organization	Hospital		Yes	BJC Healthcare
Justen	Hauser	Emergency Preparedness Planer	hauserj@stlouis-mo.gov	City of St. Louis DOH	Partner Organization		Public Health Department		
Justin	Hendee	Training & Exercise Program Manager	justin.hendee@bjc.org	Barnes-Jewish Hospital	Healthcare Organization	Hospital		Yes	BJC Healthcare
Emma	Hooks	Director, Environmental Health & Safety and Regulatory Compliance	emma.hooks@bjc.org	Barnes-Jewish Hospital	Healthcare Organization	Hospital		Yes	BJC Healthcare
Tracy	Horton	Voice Services Technology Manager	tracy.horton@stlukes-stl.com	St. Luke's Hospital	Healthcare Organization	Healthcare System		Yes	St. Luke's
Shawn	Icenhower	Emergency Preparedness Manager	Shawn.Icenhower@bjc.org	BJC Healthcare	Healthcare Organization	Healthcare System		No	
Joanne	Langan	Professor, Disaster Preparedness Course Coordinator	Joanne.Langan@slu.edu	Saint Louis University	Partner Organization		Institute of Higher Education (IHE)		
Michelle	Leasure	Fire Safety Specialist/Emergency Management Coordinator	michelle.leasure@dmh.mo.gov	Eastern Mo Psychiatric Hospital System	Healthcare Organization	Psychiatric Residential Treatment Facility (PRTF)		Yes	Dept of Mental Health
Brian	Liedtke	Regional Manager Securiry	brian.liedtke@bjc.org	BJC Christian Hospital/Alton Memorial	Healthcare Organization	Healthcare System		Yes	BJC Healthcare
Derek	Lohner	Regional Coordinator	derek.lohner@sema.dps.mo.gov	SEMA	Partner Organization		Emergency Management Department		
Cynthia	Matthews-Snow	Director of Compliance & Quality	cmsnow@phcenters.com	Betty Jean Kerr People's Health Center's	Healthcare Organization	Federally Qualified Health Center (FQHC)		No	
Derek	McDonald	Emergency Manager	Derek.McDonald@va.gov	St. Louis VA HealthCare System	Healthcare Organization	Hospital		Yes	Veteran Affairs Federal Hospital System
Cody	Minks	Emergency Preparedness Specialist	Cody.minks@ssmhealth.com	SSM Health	Healthcare Organization	Healthcare System		Yes	SSM Health
Kenneth	Mooramn	Director- Public Safety, Security and Emergency Management	kenneth.moorman@mercy.net	Mercy Hospital South	Healthcare Organization	Hospital		Yes	Mercy Health
Dennis	Mullen	Faility Manaer/EH&S Mgr/EM Manager & Safety Officer	dmmullen@mrhsl.com	Mercy Rehabilitation Hospital	Healthcare Organization	Hospital		Yes	Mercy Healthcare and Kindred Rehabilitation Management
John	O'Brien	Emergency Manager	John.Obrien@ssmhealth.com	SSM Healthcare	Healthcare Organization	Healthcare System		Yes	SSM Healthcare
Samantha	Peterson	Public Safety Administrator	Samantha.Peterson@ewgateway.org	St. Louis Area Regional Response System (STARRS)	Partner Organization		Grant Funding Administration		
Ryan	Pirtle	Interim EH&S/EM Mgr	ryan.pirtle@bjc.org	Barnes Jewish West County	Healthcare Organization	Hospital		Yes	BJC Healthcare
Vanessa	Poston	EHS and Emergency Management	vanessa.poston@bjc.org	Missouri Baptist Medical Center	Healthcare Organization	Hospital		Yes	BJC Healthcare
Susan	Pratt	Materials/Facilities Manager	spratt@centerforurologicsurgery.com	Center For Urologic Surgery	Healthcare Organization	Ambulatory Surgical Center (ASC)		No	
Megan	Richard	Regional Emergency Preparedness Public Health Planner	mrichard@sccmo.org	Saint Charles County Department of Public Health	Partner Organization		Public Health Department		
James	Ryan	Emergency preparedness, CPI instructor, Security Supervisor	James.Ryan@southcityhospitalstl.com	South City Hospital	Healthcare Organization	Hospital		No	
George	Salsman	Manager of Safety/ Emergency Management	george.salsman@stlukes-stl.com	St. Luke's Hospital	Healthcare Organization	Healthcare System		Yes	St. Luke's
Helen	Sandkuhl	SSM Regional Administrative Director, Emergency Medical Services. SLUH-Administrative Director Disaster Services and Clinical Community Outreach	helen.sandkuhl@ssmhealth.com	SSM Health	Healthcare Organization	Healthcare System		Yes	SSM Health
Ntasiah	Shaw	Emergency Preparedness Manager	nshaw@stlouisco.com	St. Louis County Department of Public Health	Partner Organization		Public Health Department		
Ashley	Spier	Compliance Coordinator EH&S/EP	ashley.spier@bjc.org	BJC Christian Hospital	Healthcare Organization	Hospital		Yes	BJC Healthcare
Michele	Tanton	Manager, Emergency Preparedness, Visitor Management & Communication	michele.tanton@bjc.org	St. Louis Children's Hospital	Healthcare Organization	Hospital		Yes	BJC HealthCare
Anna	Taylor	Emergency Management - Planning Program Manager	anna.taylor@wustl.edu	Washington University in St. Louis	Partner Organization		Emergency Management Department		
Hollie	Thomas	Plant Operations Manager	hcampagna@cphmo.net	CenterPointe Hospital	Healthcare Organization	Behaviorial Health		No	
Susan	Westhues	Manager of Critical Care/Telemetry	susan.westhues@stlukes-stl.com	St. Lukes Des Peres Hospital	Healthcare Organization	Hospital		Yes	St. Luke's Hospital
Emily	Wondell	Clinical Manager - Tesson Ferry	EMILY.WONDELL@FMC-NA.COM	Fresenius Medical Care Tesson Ferry Dialysis Services	Healthcare Organization	End-Stage Renal Disease (ESRD) Treatment Facility		Yes	Fresenius Medical Care North America
Brad	Zoref	Healthcare Coalition Coordinator	Brad.Zoref@ewgateway.org	St. Louis Area Regional Response System (STARRS)	Partner Organization		Grant Funding Administration		

**STARRS Healthcare Subcommittee
2021 Goal Development Workplan**

Goal 1	Cultivate an inclusive healthcare subcommittee that is reflective of the St. Louis community and includes representation from all provider/facility types.				
	Description	Deadline	Workgroup Leader	Completion	Notes
Objective 1A	Coordinate with local/state partners to identify applicable healthcare organizations and facilities within subcommittee geographic scope.	31-May	A. Blevins	51 - 75%	
Objective 1B	Review, verify, and update current subcommittee membership roster.	31-May	A. Blevins	100%	
Objective 1C	Develop healthcare subcommittee one-page summary sheet with membership responsibilities, benefits, enrollment details, and FAQs.	31-May	A. Blevins	0 - 25%	
Objective 1D	Distribute subcommittee summary sheet to all eligible healthcare organizations.	30-Jun	A. Blevins	0 - 25%	
Objective 1E	Monitor membership expansion and healthcare facility representation; revise strategy for Goal 1 achievement if/as required.	31-Dec	A. Blevins	0 - 25%	
Objective 1F	Update contact information for all current and new subcommittee members.	30-Jun	A. Blevins	100%	

Goal 2	Deliver healthcare/hospital outcomes defined in St. Louis Healthcare Coalition Strategic Plan.				
	Description	Deadline	Workgroup Leader	Completion	Notes
Objective 2A	Develop and distribute electronic survey to determine and rank specific membership portal needs/features.	31-May	J. O'Brien	0 - 25%	
Objective 2B	Analyze and report membership portal survey results within during May meeting.	30-Jun	J. O'Brien	0 - 25%	
Objective 2C	Identify potential portal solutions that support/resolve critical needs, as defined by survey results.	30-Jun	J. O'Brien	0 - 25%	
Objective 2D	Establish portal solution for subcommittee membership and verify resolution of critical gaps.	30-Sep	J. O'Brien	0 - 25%	

**STARRS Healthcare Subcommittee
2021 Goal Development Workplan**

Goal 3	Elevate healthcare subcommittee visibility and accountability via production of semiannual reports.				
	Description	Deadline	Assigned Group/Leader	Completion	Notes
Objective 3A	Coordinate with HCC Coordinator and partner subcommittee chairs to identify content/data to maximize report utility and relevance.	31-May	J. Campbell	76 - 99%	
Objective 3B	Develop DRAFT report outline and dashboard for review/approval by appropriate regional partners/leaders.	31-May	J. Campbell	51 - 75%	
Objective 3C	Distribute initial subcommittee report to full membership and designated partner recipients.	30-Jun	J. Campbell	26 - 50%	
Objective 3D	Incorporate applicable report revisions/improvements and distribute annual report to all recipients.	31-Dec	J. Campbell	0 - 25%	

Goal 4	Optimize healthcare subcommittee management via revision/alignment of applicable Charters, Bylaws, and other administrative materials.				
	Description	Deadline	Assigned Group/Leader	Completion	Notes
Objective 4A	Verify all applicable documents are included in subcommittee review/revision scope.	30-Jun	C. Minks	76 - 99%	
Objective 4B	Review current subcommittee Charter; document recommended edits and submit revised version to subcommittee for review/approval.	30-Jun	C. Minks	26 - 50%	
Objective 4C	Coordinate with HCC Coordinator and ESF-8 Committee Chairs to strengthen alignment of approved Healthcare Subcommittee Charter with applicable coalition/STARRS administrative documents; support revision as appropriate.	30-Sep	C. Minks	0 - 25%	
Objective 4D	Verify all applicable coalition and healthcare subcommittee management materials are aligned for optimal administrative coordination for upcoming year.	31-Dec	C. Minks	0 - 25%	



U.S. Department of Health and Human Services

Public Health Emergency



The Express: March 2021 (Update #2)

This issue of The Express highlights the following new/updated resources:

- [Healthcare System Cybersecurity Response: Experiences and Considerations](#)
- [Burn Surge Annex Tabletop Exercise \(TTX\) Toolkit](#)
- [Post-Acute Sequelae of SARS-CoV-2 Infection](#)
- [Ebola/VHF](#) Topic Collection
- [Denver Health Virtual Hospital at Home](#) (Speaker Series)
- [Creating a COVID-19 Specialty Hospital](#) (Speaker Series)
- [Reminder: Preparedness Summit Sessions](#)

Please continue to access our [Novel Coronavirus Resources Page](#), the National Institutes of Health [Coronavirus Disease 2019 \(COVID-19\) Treatment Guidelines](#), and CDC's [Coronavirus webpage](#), and [reach out](#) if you need technical assistance (TA).

New: Healthcare System Cybersecurity Response: Experiences and Considerations (Webinar)

[This webinar](#) features presenters discussing their experiences and lessons learned from recent cybersecurity incidents. It builds upon our recently released [Healthcare System Cybersecurity: Readiness and Response](#)

Attachment D

[Considerations](#) document and accompanying [overview presentation](#) that takes readers through the resource.

New: Burn Surge Annex Tabletop Exercise (TTX) Toolkit

The [Burn Surge Annex Tabletop Exercise \(TTX\) Toolkit](#) can be used by healthcare coalitions (HCCs) to enhance operational area awareness and capability to effectively address the needs of burn victims as part of a whole community emergency response framework. HCCs are not required to use this template but it can be utilized to satisfy Funding Opportunity Announcement (FOA) requirements for the Hospital Preparedness Program (HPP) Cooperative Agreement. ASPR TRACIE has also developed an [HCC Burn Surge Annex Template](#) and has many [additional resources for HCCs](#) and [burn planners](#).

New: Post-Acute Sequelae of SARS-CoV-2 Infection

This [TA response](#) includes information on clinical presentation, disease progression, and related information from clinicians in the field treating COVID-19 patients after the acute phase of the virus has passed, frequently referred to as “COVID long haulers.” It is also included in our recently updated document [COVID-19 Clinical Experiences from the Field](#).

Updated: Ebola/VHF Topic Collection

In response to recent cases of Ebola in Africa, ASPR TRACIE reviewed and refreshed [this comprehensive Topic Collection](#). Access our [Infectious Diseases Resource Page](#) for related information.

New: Denver Health Virtual Hospital at Home

Patrick Ryan, MD, MPH; Rebecca Hanratty, MD; and Connie Savor Price, MD (all of Denver Health and University of Colorado School of Medicine) discuss the goals, workflows, outcomes, and lessons learned from implementing a novel “Virtual Hospital at Home” model to treat COVID-19 patients in [this brief presentation](#). Access the rest of the [Healthcare Operations during the COVID-19 Pandemic speaker series](#) for more information.

New: Creating a COVID Specialty Hospital

Erica Kuhlmann, DO (M Health Fairview, Bethesda Hospital) shares how her facility made history when it became one of the nation’s first, and only, hospitals dedicated solely to treating people with severe, confirmed cases of COVID-19 in [this brief presentation](#). Access the rest of the [Healthcare](#)

[Operations during the COVID-19 Pandemic speaker series](#) for more information.

Reminder: Check out ASPR TRACIE at the 2021 Preparedness Summit!

Join us for two presentations at [this year's summit](#): Patient Surge Management During COVID-19 (April 14, 10:30-11:30am ET) and Considerations for Secondary Disasters during COVID-19 (pre-recorded, on-demand session).

Subscribe to the Division of Critical Infrastructure Protection's Bulletins

ASPR's [Division of Critical Infrastructure Protection \(CIP\)](#) offers a variety of bulletins to keep stakeholders informed during emergency response and steady state. These bulletins inform stakeholders about the most significant issues facing the Healthcare and Public Health Sector including cybersecurity, medical supply chains, COVID-19, and more. If you are interested in receiving CIP bulletins, visit the [CIP bulletins subscription webpage](#).

COVID-19 Clinical Rounds Peer-to-Peer Virtual Communities of Practice are a collaborative effort between ASPR, the National Emerging Special Pathogen Training and Education Center ([NETEC](#)), and [Project ECHO](#). These interactive virtual learning sessions aim to create a peer-to-peer learning network where clinicians from the U.S. and abroad who have experience treating patients with COVID-19 share their challenges and successes; a generous amount of time for participant Q & A is also provided. These webinar topics are covered every week:

1. EMS: Patient Care and Operations (Mondays, 12:00-1:00 PM ET)
2. Critical Care: Lifesaving Treatment and Clinical Operations (Tuesdays, 12:00-1:00 PM ET)
3. Emergency Department: Patient Care and Clinical Operations (Thursdays, 12:00-1:00 PM ET)

Access [previous webinars and special topic sessions](#) and [sign up](#) today to receive information on upcoming events.



Attachment D



U.S. Department of Health and Human Services

Public Health Emergency



The Express: April 2021

This issue of *The Express* highlights the following new/updated resources:

- [COVID-19 and the Changing Healthcare Delivery Landscape](#) (Speaker Series)
- [Healthcare Delivery Impacts Tip Sheet](#) and [Summary Document](#)
- [Acute Care Delivery at Home Tip Sheet](#)
- [Issue 12: COVID-19 and Healthcare Professional Stress and Resilience](#)
- [Mind Over Matter: Strategies to Help Beat the Coronavirus Blues](#)
- [UCSD Health Medical Cyber Disaster Preparedness Study](#)

Please continue to access our [Novel Coronavirus Resources Page](#), the National Institutes of Health [Coronavirus Disease 2019 \(COVID-19\) Treatment Guidelines](#), and CDC's [Coronavirus webpage](#), and [reach out](#) if you need technical assistance (TA).

New: COVID-19 and the Changing Healthcare Delivery Landscape (Speaker Series)

Paul Biddinger, MD, FACEP, Medical Director, Emergency Preparedness, Mass General Brigham; Mark Jarrett, MD, MBA, MS, Chief Quality Officer, SVP & Deputy Chief Medical Officer, Northwell Health; and Meghan Treber, MS, ICF TRACIE Program Director, HHS ASPR highlight the impact of COVID-19 on healthcare delivery (e.g., supply chain, patients delaying emergency care, the

Attachment D1

delay of elective procedures, and financial impacts to the healthcare system) in [this brief recording](#). Access the rest of the [Healthcare Operations during the COVID-19 Pandemic speaker series](#) for more information.

Updated: Healthcare Delivery Impacts Tip Sheet and Summary Document

This [updated tip sheet](#) describes the short- and long-term effects of COVID-19 related community mitigation measures on the healthcare system, including morbidity and mortality from chronic health conditions and lack of access. The accompanying [summary document](#) can help healthcare system planners prepare to mitigate these potential healthcare delivery impacts.

New: Acute Care Delivery at Home Tip Sheet

Some healthcare providers and systems have been providing hospital-level care in patient's homes for years; others have implemented acute care delivery at home models in response to overcrowding at hospitals due to COVID-19. [This tip sheet](#) provides an overview of characteristics of various types of acute care delivery at home programs to help healthcare providers better understand this care model.

Issue 12: COVID-19 and Healthcare Professional Stress and Resilience

The articles in [Issue 12 of The Exchange](#) focus on three categories: understanding acute and chronic stressors in the healthcare worker population, identifying at-risk employees, and promising practices in building resilience. Be on the lookout for Issue 13, which will focus on the significant contributions made by supportive care providers and healthcare engineering representatives during the COVID-19 pandemic.

Mind Over Matter: Strategies to Help Combat the Coronavirus Blues

[This document](#) (created by the COVID-19 Schools Task Force, FEMA Region VII, and HHS Region 7) summarizes the contents of the Mind Over Matter Resource Guide, which can be used to support messaging for college and university campus communities to help combat COVID-19 fatigue and promote general wellness, both during and after the pandemic.

UCSD Health Medical Cyber Disaster Preparedness Study

The University of California San Diego (UCSD) is interested in better understanding how cybersecurity and cyber attacks impact our hospital systems and how we can better prepare in the future. [This brief survey](#) will

Attachment D1

provide a basic understanding of where we stand nationally on healthcare cyber preparedness. Your responses will be kept confidential and all data will be deidentified and reported in FEMA regions. The survey should take approximately five minutes to complete. You will receive no compensation for your participation and participation in this research is voluntary. The principal investigator of this study can be contacted at:

Dr. Christian Dameff, MD
University of California San Diego
Department of Emergency Medicine
200 W. Arbor Dr. #8676
San Diego, CA 92103

COVID-19 Clinical Rounds Peer-to-Peer Virtual Communities of Practice are a collaborative effort between ASPR, the National Emerging Special Pathogen Training and Education Center ([NETEC](#)), and [Project ECHO](#). These interactive virtual learning sessions aim to create a peer-to-peer learning network where clinicians from the U.S. and abroad who have experience treating patients with COVID-19 share their challenges and successes; a generous amount of time for participant Q & A is also provided. These webinar topics are covered every week:

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2. Critical Care: Lifesaving Treatment and Clinical Operations (Tuesdays, 12:00-1:00 PM ET)
3. Emergency Department: Patient Care and Clinical Operations (Thursdays, 12:00-1:00 PM ET)

Access [previous webinars and special topic sessions](#) and [sign up](#) today to receive information on upcoming events.



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U.S. Department of Health and Human Services

Public Health Emergency



The Express: May 2021

This issue of *The Express* highlights the following new resources:

- [Special Needs Population Readiness: Dialysis Preparedness and Response](#)
- [Leadership during a Disaster](#)
- [The Virtual Hospital at Home—Denver Health’s Experience Treating COVID-19 Patients Remotely](#)
- [Be a COVID Vaccine Champion](#) (webinar reminder)

In anticipation of National EMS week, ASPR TRACIE would like to express our appreciation for our stakeholders in that field, particularly in light of the grueling pace of the past year. We also encourage you to visit our [EMS Resource Page](#). Please continue to access our [Novel Coronavirus Resources Page](#), the National Institutes of Health [Coronavirus Disease 2019 \(COVID-19\) Treatment Guidelines](#), and CDC’s [Coronavirus webpage](#), and [reach out](#) if you need technical assistance.

New: Special Needs Population Readiness: Dialysis Preparedness and Response

Joyce Scott, RN, Director of Renal Service, North Cypress Medical Center (TX) discusses how the facility maintained continuity of operations for dialysis patients during the winter storms that struck Texas in February 2021 in [this](#)

Attachment D2

[brief recording](#). Access ASPR TRACIE's new [Healthcare System Preparedness Considerations Speaker Series](#) for more information.

New: Leadership during a Disaster

[In this recording](#), Erin Erb, MHA, RHIA, LSSGB, CPHQ, Division Vice President of Quality and Patient Safety and Kelli Nations, DBA, MHA, BSN, RN, NE-BC, Chief Nursing Executive (both of HCA Houston Healthcare), and Michael Wargo, RN, BSN, MBA, PHRN, CMTE, Vice President, HCA Healthcare, Enterprise Readiness & Emergency Operations discuss the importance of executive leadership during the unprecedented winter storms that struck Texas in February 2021.

New: The Virtual Hospital at Home—Denver Health's Experience Treating COVID-19 Patients Virtually

Denver Health is a Level 1 Trauma Center and Urban Safety Net hospital which typically runs near or at capacity and often experiences adult emergency department boarding. [In this article](#), Patrick Ryan, MD, MPH, and Connie Savor Price, MD (both of Denver Health and the University of Colorado School of Medicine) shared their experiences creating the "Virtual Hospital at Home" model to manage the significant surge in COVID-19 patients in the fall of 2020. Access [Issue 13 of The Exchange](#) for related articles.

Reminder: Register for the "Be a COVID Vaccine Champion" Webinar

Increasing vaccine confidence can bring real benefits to your community—lowering COVID infection rates, hospitalizations, and deaths—but vaccine hesitancy remains a real issue in many communities. [Register today](#) to learn more about the "Be a COVID Vaccine Champion" initiative and find out about COVID vaccination communication strategies you can use to help promote vaccination.

Subscribe to the Division of Critical Infrastructure Protection's Bulletins

ASPR's Division of Critical Infrastructure Protection (CIP) recently launched the Healthcare and Public Health Sector Infectious Disease Update. This newsletter can help you keep track of the 2021 Ebola outbreaks and other emerging infectious diseases by providing you with the latest news and resources. Keep your organization resilient and prepared for infectious disease—subscribe today by visiting the [CIP bulletins subscription webpage](#).

COVID-19 Clinical Rounds Peer-to-Peer Virtual Communities of Practice are a collaborative effort between ASPR, the National Emerging Special Pathogen Training and Education Center ([NETEC](#)), and [Project ECHO](#). These interactive virtual learning sessions aim to create a peer-to-peer learning network where clinicians from the U.S. and abroad who have experience treating patients with COVID-19 share their challenges and successes; a generous amount of time for participant Q & A is also provided. These webinar topics are covered every week:

- EMS: Patient Care and Operations (Mondays, 12:00-1:00 PM ET)
- Critical Care: Lifesaving Treatment and Clinical Operations (Tuesdays, 12:00-1:00 PM ET)
- Emergency Department: Patient Care and Clinical Operations (Thursdays, 12:00-1:00 PM ET)

Access [previous webinars and special topic sessions](#) and [sign up](#) today to receive information on upcoming events.



The Work of Hospital Allied and Supportive Care Providers During COVID-19



the E **X** *CHANGE*

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PREPAREDNESS AND RESPONSE



TRACIE
HEALTHCARE EMERGENCY PREPAREDNESS
INFORMATION GATEWAY

Attachment E

FOREWORD

The Work of Hospital Allied and Supportive Care Providers During COVID-19

COVID-19 pushed our healthcare system to respond in new, demanding, and historic ways. These challenges accelerated many changes, ranging from unprecedented scientific collaboration to the lightspeed acceleration of telemedicine utilization. But, amidst this challenge and change, one thing stayed constant: patient care is fundamentally a team effort. From reengineering patient rooms to ensuring prone patients are as comfortable as possible, from creating a virtual hospital at home to giving a patient a virtual tour of a place they wanted to see while they were in hospice care—the phenomenal effort that you, our nation’s healthcare emergency readiness and response professionals, have made over the past year has not gone unnoticed. ASPR recognizes and appreciates the immense sacrifices, and innovations, you and your peers continue to make.

In this issue of *The Exchange*, ASPR TRACIE strives to share the most valuable, timely, and helpful information for you and your colleagues on the significant contributions made by supportive care providers and healthcare engineering representatives during the COVID-19 pandemic. The articles in this issue focus on three categories: home care and hospice (including a virtual acute care delivery at home model), the role of allied healthcare providers (e.g., physical, occupational, and respiratory therapy), and engineering and environmental changes in response to the pandemic. The articles feature authors at the regional, state, and local levels, who represent urban, suburban, and rural areas of the country.

In the spirit of planning for spring storms, hurricane season, and other potential concurrent incidents, I encourage you to visit ASPR TRACIE’s [Natural Disasters Topic Collection and Hurricanes Resources Page](#), and continue to monitor the [National Institutes of Health Coronavirus Disease 2019 \(COVID-19\) Treatment Guidelines](#), Centers for Disease Control and Prevention’s pages on [2019 Novel Coronavirus](#) and [Influenza](#), and ASPR TRACIE’s [Novel Coronavirus Resources Page](#).

ASPR TRACIE develops resources in conjunction with partners, stakeholders, and other subject matter experts who have direct experiences in the field. Please [share](#) your own promising practices, lessons learned, or requests for technical assistance about COVID-19 so that others may learn from your experiences.

As always, we welcome your feedback.



Kacey Wulff
ASPR Chief of Staff

WELCOME TO ISSUE 13!

The [last issue of *The Exchange*](#) focused on COVID-19 and healthcare professional stress and resilience (with articles on acute and chronic stressors, identifying at-risk employees, and building resilience). In the year since a pandemic was declared, we have witnessed our nation's healthcare providers working collaboratively and tirelessly to care for patients, with surges calling for the reengineering of physical spaces and, often, the healthcare delivery model itself.

[ASPR TRACIE](#) has had the honor of working with subject matter experts (SMEs) to gather and share timely information throughout the pandemic. We recognize that many of our stakeholders work in healthcare facilities as part of a team, delivering comprehensive care to all patients during an extremely trying time. It is our goal to share with you existing articles, tools, quick sheets, and templates or develop new resources--all vetted by SMEs--that can help you learn more about and adopt progressive ways to maximize teamwork from a variety of perspectives.

Please refer to the [National Institutes of Health Coronavirus Disease 2019 \(COVID-19\) Treatment Guidelines](#) and [CDC's Coronavirus webpage](#), and our [Novel Coronavirus Resources page](#) for updates. Your feedback is what makes us successful—please [contact us](#) with your comments, questions, technical assistance needs, and resources to share. We look forward to our continued collaboration.

Shayne Brannman, Director, ASPR TRACIE

Dr. John L. Hick, Senior Editor

The ICF ASPR TRACIE Team:

Meghan Treber, Project Director

Audrey Mazurek, Deputy Project Director

Corina Solé Brito, Communications Manager and Technical Resources Lead

Bridget Kanawati, Assistance Center Lead

Jennifer Nieratko, Special Projects Manager

AT A GLANCE

5 COVID-19 and Acute Hospital Care, Home Care, and Hospice

The COVID-19 pandemic demonstrated that acute hospital care, home care, and hospice could be provided virtually when necessary. These articles highlight a virtual acute care delivery at home model and how rural and urban home care and hospice providers adjusted their work to protect staff and patients.

7 The Role of Allied Healthcare Providers

From intake to discharge, patient care is a team effort. The articles in this section illustrate the work performed by respiratory, occupational, and physical therapists to ensure patient comfort and assist COVID-19 patients through the recovery process.

8 Engineering and Environmental Support during COVID-19

Many hospitals were not built to treat the significant patient surges that occurred in 2020. The first article in this section demonstrates how engineering and operations teams scrambled to update old and create new spaces that could accommodate patients with specific symptoms while keeping staff as safe as possible. The other article shares how environmental services staff had to rethink sanitizing rooms and common areas while wearing personal protective equipment.



WHAT'S NEW WITH ASPR?

The last issue of *The Exchange* was published in December 2020 and focused on COVID-19 and Healthcare Professional Stress and Resilience. In the months that have passed, HHS renewed both the [COVID-19](#) and [opioid](#) Public Health Emergency Declarations on January 7; check out the [PHE overview](#) and [frequently asked questions](#) (FAQ) to learn more.

Three vaccines have been approved for emergency use in the U.S. and our nation's scientists continue working to [develop therapeutics](#) to fight this novel virus. In February, the U.S. Food and Drug Administration approved the [emergency use of the therapeutics bamlanivimab and etesevimab and one that uses both casirivimab and imdevimab](#); ASPR's [COVID-19 Monoclonal Antibody Therapeutics Digital Toolkit](#) can help localities spread the word about these treatments via social media. The [National Disaster Medical System](#) (NDMS) has collaborated with healthcare facilities across the country to [set up infusion centers](#) to treat high-risk COVID-19 patients; more than [2,500 NDMS responders have deployed](#) since the beginning of the pandemic in 2020. [ASPR's Portfolio of COVID-19 Medical Countermeasures](#) includes additional treatment information.

February also found the entire State of Texas dealing with the aftermath of a historic winter storm; HHS determined that a [public health emergency existed](#) and issued a [Section 1135 waiver](#) "to ensure that sufficient health care items and services are available to meet the needs of individuals enrolled" in certain federal health programs.

In March, the Biden administration [announced a manufacturing collaboration](#) to expand the production of COVID-19 vaccines. HHS subsequently amended the Public Readiness and Emergency Preparedness (PREP) Act, adding [categories of qualified people](#) to prescribe, dispense, and administer COVID-19 vaccines. Towards the end of the month, the Biden administration [invested \\$150 million to expand access to COVID-19 treatments in underserved communities](#). Volunteers from the Medical Reserve Corps are supporting vaccination efforts across the nation.

Visit the [ASPR homepage](#) and [blog](#) and follow us on [LinkedIn](#), [Facebook](#), [Twitter](#), and [Instagram](#) to learn more about how ASPR is working to strengthen the nation's ability to prepare for, respond to, and recover from emergencies.



COVID-19 and Acute Hospital Care, Home Care, and Hospice

SUMMARY

For a profession whose mission is to help terminally ill patients plan their final days and guide them and their loved ones through the passage emotionally and spiritually, a global pandemic presented the ultimate challenge. This was compounded in more rural areas, where home care and hospice workers are often one in the same. Patient surges lead some hospitals to set up virtual patient care models. This section highlights the challenges these fields were faced with and how they overcame them in 2020.

EXPERIENCES FROM THE FIELD

- [The Virtual Hospital at Home—Denver Health’s Experience Treating COVID-19 Patients Remotely](#)
- [Hospice and COVID-19](#)
- [Home Care and Hospice during COVID-19: A Rural Perspective](#)
- [The Experience of Chaplains during COVID-19](#)

ADDITIONAL ASPR TRACIE RESOURCES

- ASPR TRACIE TA: [Considerations for Homecare Actions in Infectious Disease Outbreaks](#)
- ASPR TRACIE TA: [Direct Care Workforce Resources](#)
- ASPR TRACIE TA: [Palliative Care in COVID-19](#)
- ASPR TRACIE TA: [Post-Acute Sequelae of SARS-CoV-2 Infection](#)
- [COVID-19 Home-based Healthcare and Hospice Resources](#)
- [COVID-19 Telemedicine/Virtual Medical Care Resources](#)
- [Denver Health Virtual Hospital at Home Speaker Series Presentation](#)
- [Homecare and Hospice](#) Topic Collection
- [Acute Care Delivery at Home Tip Sheet](#)

ADDITIONAL RESOURCES

- [2019 Novel Coronavirus \(COVID-19\) Interim Guidance for Home and Community Healthcare Workers](#)
- [COVID-19 Home Health/Home Care Guidance](#)
- [COVID-19 Response Resources Toolkit](#)
- [Crisis Standards of Care in Hospice & Palliative Care Emergency Management](#)
- [Ensuring Adequate Palliative and Hospice Care During COVID-19 Surges](#)

We were able to acquire virtual reality equipment. Our [hospice] nurses took that into patients who used the equipment to take “trips” around the world to places they had always wanted to see before they died.

Sarah McSpadden, President and Chief Executive Officer of The Elizabeth Hospice



The Role of Allied Healthcare Providers and COVID-19

SUMMARY

The COVID-19 pandemic highlighted how important team-based patient care is, from intake to discharge. The articles in this section illustrate the work performed by physical, respiratory, and occupational therapists to ensure patient comfort and assist COVID-19 patients through the recovery process.

EXPERIENCES FROM THE FIELD

- [The Role of the Physical Therapist in Pandemic Response](#)
- [Respiratory Therapy and COVID-19](#)
- [Occupational Therapy and COVID-19](#)

ADDITIONAL ASPR TRACIE RESOURCES

- ASPR TRACIE TA: [Considerations for Oxygen Therapy in Disasters](#)
- [COVID-19 Outpatient Resources](#)
- [The Role of the Physical Therapist in Pandemic Response Speaker Series Presentation](#)

ADDITIONAL RESOURCES

- [Inpatient Occupational Therapy—Decision Guide for COVID-19](#)
- [Adult and Pediatric Outpatient Occupational Therapy Decision Guide for COVID-19](#)
- [OT Service Delivery Guide](#)

What compounded the challenge of training new staff was the information about the virus and patient care changing nearly every day. We were watching other countries' experiences and incorporating their lessons while they learned them. Staff safety balanced with providing the best patient care possible was the primary goal of the protocols we developed throughout that period. This was not a period of "business as usual plus busy," it was a period of "business changing every day plus very busy."

Katie Mattare, Clinical Coordinator for the Adult Respiratory Therapy Department at Johns Hopkins Hospital



A NorthShore Environmental Services team member wipes down and disinfects the windows inside an Emergency Department patient room. Photo credit: Jonathan Hillenbrand, NorthShore University

Engineering and Environmental Support during COVID-19

SUMMARY

Many hospitals were not built to treat the significant patient surges of COVID-positive patients in 2020. These articles focus on two critical facets of healthcare during a pandemic: updating old and creating new spaces to accommodate patients with specific symptoms while keeping staff as safe as possible, and sanitizing rooms and common areas and ensuring public safety in healthcare facilities during a pandemic.

EXPERIENCES FROM THE FIELD

- [Creating a COVID-19 Specialty Hospital](#)
- [Reconfiguring Spaces: How NorthShore University HealthSystem Met the COVID-19 Challenge](#)

ADDITIONAL ASPR TRACIE RESOURCES

- [COVID-19 Healthcare System Operations Resources](#)
- [COVID-19: Healthcare System Operations Strategies and Experiences](#) (Webinar)
- [Designated COVID-19 Hospitals: Case Studies and Lessons Learned](#)
- [Ensuring Healthcare Safety Throughout the COVID-19 Pandemic](#) (Webinar)
- [Healthcare Facility Hygiene Protocols](#)
- [Healthcare Operations During the COVID-19 Pandemic](#) (Speaker Series)
 - [Lessons Learned from a COVID-19 Designated Hospital Presentation](#)
 - [Creating a COVID-19 Specialty Hospital Presentation](#)
- [Hospital Operations Toolkit for COVID-19](#)
- [Maintaining Healthcare Safety During the COVID-19 Pandemic](#) (Speaker Series)

ADDITIONAL RESOURCES

- [COVID-19 Hospital Designation: Effect on Emergency Department Patient Self-Selection and Volume](#)
- [Lessons Learned at a COVID-19 Designated Hospital](#)

RECOMMENDED RESOURCES



TECHNICAL RESOURCES

In addition to our 57 [comprehensively developed Topic Collections](#), we recently worked with subject matter experts to publish 20 [COVID-19 Healthcare Planning Resource Collections](#). We continue to add resources to our Collections; check back often. You can also learn more about rating, commenting on, and saving resources [in this short tutorial](#).



ASSISTANCE CENTER

We have received hundreds of requests for [COVID-19-specific technical assistance](#) (TA); we encourage you to review those and our [summary of responses to select TA requests](#). [Check out this tutorial](#) for assistance navigating the Assistance Center.



INFORMATION EXCHANGE

Check out the [COVID-19 threads in the Information Exchange](#) (IE) to access what your colleagues are sharing and provide feedback. Don't have an account? [Register for the IE today](#), where you can share your opinions and resources with us and your colleagues. [Access our quick tutorial](#) for help with registration.

ASPR TRACIE

Your Healthcare Emergency Preparedness Information Gateway

The Exchange is produced by the Office of the Assistant Secretary for Preparedness and Response (ASPR) Technical Resources, Assistance Center, and Information Exchange (TRACIE). Through the pages of *The Exchange*, emergency health professionals share firsthand experiences, information, and resources while examining the disaster medicine, healthcare system preparedness, and public health emergency preparedness issues that are important to the field. To receive *The Exchange*, visit <https://asprtracie.hhs.gov/register> and enter your email address.

ASPR TRACIE was created to meet the information and technical assistance needs of ASPR staff, healthcare coalitions, healthcare entities, healthcare providers, emergency managers, public health practitioners, and others working in disaster medicine, healthcare system preparedness, and public health emergency preparedness. The infographic illustrates ASPR TRACIE's reach since launching in September 2015.



ASPR TRACIE STATS



VISITORS
TO WEBSITE

TECHNICAL ASSISTANCE
REQUESTS



>8,700

Types of professionals requesting TA:

- Healthcare Professional
- Federal, State, Local, Tribal Government
- Hospital
- Healthcare Coalition
- Healthcare Association
- Academia



NUMBER
OF SUBJECT MATTER
EXPERT CADRE MEMBERS:
>1,000

TOTAL RESOURCES
DEVELOPED



Most frequently accessed resources:

- Healthcare System Cybersecurity Readiness & Response Considerations
- EMS Infectious Disease Playbook
- Evaluation of HVA Tools
- COVID-19 Drive-Through Testing
- Considerations for the Use of Care Surge Sites for Managing Seasonal Patient Surge



INFORMATION
EXCHANGE MEMBERS:



ASPR TRACIE
DISTRIBUTION
LIST AND
PARTNER REACH:
>1.5M

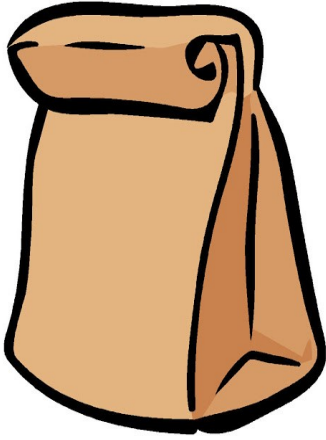
CONTACT US ASPR TRACIE

Toll-Free: 1-844-587-2243

askASPRtracie@hhs.gov

<https://asprtracie.hhs.gov>

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SAVE THE DATE!

2021 Children and Youth in Disasters Lunch & Learn

In the midst of COVID-19 our vulnerable populations have become more susceptible to many dangers. This lunch and learn will discuss the impacts, how to mitigate against these dangers, and some lessons that have been learned.

This year we are partnering with State Emergency Management Agency, MO Dept. of Health and Senior Services, MO Dept. of Mental Health, and MO School Boards' Association and Center for Education Safety to provide virtual lunch & learns.

Some of the topics include:

- Emergency Preparedness information for individuals and families
- The impact of COVID –19 and stress on our youth
- Human Trafficking
- Self-Care strategies to reduce stress in families and children

And many more!

Time: Noon-1:00 p.m.

Dates: September 1, 2021

October 6, 2021

September 8, 2021

October 13, 2021

September 15, 2021

October 20, 2021

September 29, 2021



*Registration information and a detailed schedule will be coming soon. For further information please contact Chiquita.Small@sema.dps.mo.gov

Bring your lunch and learn!!!