

**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	<p>J. Campbell announced new electronic sign-in solution to be tested by Healthcare Subcommittee for potential use during other STARRS virtual meetings.</p> <p>Electronic sign-in sheet available via link: https://veoci.com/v/p/form/g9gwc9xbxh26</p>	J. Campbell to track use and update during next meeting.

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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 	

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<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 	

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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>

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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>

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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 style="background-color: #00ff00; padding: 5px;">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 style="background-color: #00ff00; padding: 5px;">J. Nowak/H. Sandkuhl to provide update during next meeting.</p>
Emergency Management	No report.	Designated EM partners to provide update during next meeting.

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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 	

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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>

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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:	

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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>	

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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>	

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Regional After-Action Report cont.	<p><u>Next Steps</u></p> <ol style="list-style-type: none"> 1. Establish Healthcare Coalition Regional AAR Focus Team to develop methods and strategies for regional feedback collection. Initial healthcare subcommittee representatives include: <ul style="list-style-type: none"> o 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"> o 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 	

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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