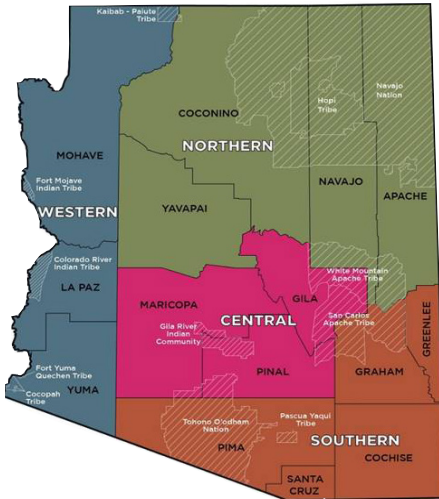


## A United Arizona

Disasters transcend geographic and jurisdictional boundaries. In an effort to enhance the resilience of our state's healthcare system, the Arizona Department of Health Services announced in early 2019 that the state's four regional healthcare coalitions would merge to form a single coalition on July 1.



To respect the size and diversity of our state, AzCHER established four regional chapters aligned with the legacy coalitions' boundaries and focused in the first year on hiring a full-time, locally based regional manager for each and establishing regional steering committees. Volunteers serving on these committees lend their time, talent,

and professional expertise to inform coalition policies, plans, training calendars, and response decisions.

At the close of our first year, more than 460 members of the united coalition had greater access to resources. Regions whose activities were formerly limited by their relatively small population-based budgets now benefit from dedicated staff and statewide resources. Urban members can leverage a broader network of facilities and a more robust coalition infrastructure that addresses previous capacity issues. All members have access to statewide preparedness and response information through AzCHER's suite of communication tools. With the establishment of a statewide advisory board in 2021, the united AzCHER looks forward to developing a new mission statement reflective of our joint purpose and goals.

## Responding to a Pandemic

Although the newly formed AzCHER had yet to finalize a response plan when COVID-19 emerged in the United States, the relationships Arizona healthcare organizations had built through years of regional planning and trainings paid dividends. In the early months of the pandemic, AzCHER:

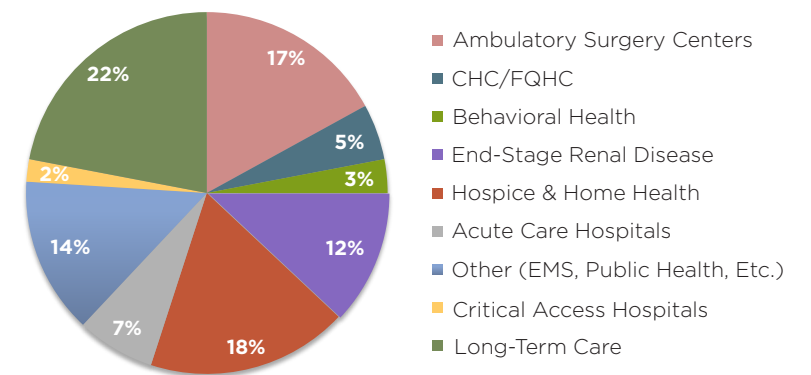
- ✦ Directed \$40,000 of HPP Ebola funds to purchase PPE, including 7,600 isolation gowns for long-term care, home health, and hospice providers
- ✦ Surveyed members to assess resource needs, collecting essential information that informed acquisition and distribution of resources
- ✦ Collected and shared response information through multiple platforms, such as weekly situational awareness calls
- ✦ Facilitated exchange of supplies among healthcare facilities and generated a list of vetted PPE vendors
- ✦ Received its first private grant, \$100,000 from Wells Fargo, and purchased N95 masks for 129 healthcare facilities
- ✦ Collaborated with the Arizona Hospital and Healthcare Association, the Arizona National Guard, and the Department of Emergency and Military Affairs to distribute nearly one million pieces of PPE
- ✦ Provided templates, training, and virtual focus groups to help 163 facilities complete after-action reports and involvement plans to assess their performance to date and capture lessons learned
- ✦ Leveraged a \$10 million grant from the Arizona Department of Health Services to procure 660 ventilators for distribution to hospitals in partnership with local public health departments
- ✦ Engaged with community leaders in work groups focused on fatality management, alternate care sites, vaccine planning, and crisis standards of care

## Preparing for Tomorrow

AzCHER persevered through the year's complexities, planning, training, and exercising to meet grant deliverables and build resilience. Highlights include:

- ✦ Completion of the annual Community Hazard Vulnerability Assessment, which identified information technology failure, infectious disease outbreaks, and power outages as our top three threats
- ✦ Development of CMS Compliance Toolkits to support eight provider types
- ✦ Hosting New Member Orientations, Risk Crisis Communications training, High-Consequence Infectious Disease training (with the National Ebola Training and Education Center), Coalition Surge Tests in the Northern and Western regions, Emergency Management 101/ICS Basics courses, and Exercise Design and Evaluation training
- ✦ Development and approval of several statewide plans, including the coalition's Preparedness Plan, Response Plan, Pediatric Surge Annex, and Ebola Virus Disease/High Consequence Infectious Disease Concept of Operations, as well as a governance document for our diverse membership

**AzCHER Membership**



“ We are so very grateful for AzCHER. Without the many ways you support us we would struggle to continue to provide the optimal care we strive to give our patients while also supporting our frontline workers. ”

-Brigid Holland, White Mountain Regional Medical Center, Springerville

## From Our Leadership

The Arizona Coalition for Healthcare Emergency Response began the 2019-2020 fiscal year confident that our most challenging task would be merging the state's four healthcare coalitions into a single entity housed within the Arizona Hospital and Healthcare Association. Designing a statewide organization that honors the scope and diversity of Arizona's healthcare community required thoughtful planning and meaningful execution. Our members tackled the challenge by focusing on their vision of a future in which AzCHER could leverage joint resources for comprehensive planning, more robust trainings and exercises, and streamlined response and recovery efforts in every corner of our state.

That vision was tested in early 2020 when our healthcare community was faced with an emerging pandemic. The response to COVID-19 has required flexibility, ingenuity, and collaboration on a scale perhaps unprecedented in the history of Arizona coalitions. From day one, AzCHER members have worked together, sharing information and resources through our evolving communication tools and mutual aid agreements.

This would not have been possible without the commitment of coalition members and the dedication of our talented staff. As a testament to the coalition's diligence, diverse skill sets, and invaluable relationships, AzCHER met every grant deliverable in this challenging year.

The new year will provide its own trials, as well as opportunities for AzCHER's strategic and operational growth. Capitalizing on both will require us to be adaptive and nimble, serving the healthcare community by addressing information and resource gaps that arise as part of the ongoing COVID-19 response, along with any other emergencies that may occur. I am confident that we will accomplish our goals together with grace and fortitude, and I extend my sincerest appreciation for your contributions to the coalition's ongoing success.

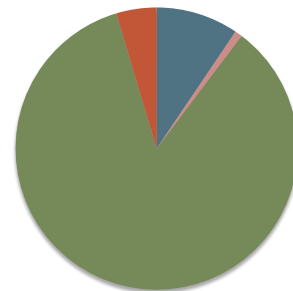
**Laura Dix, MS, CHP**  
Executive Director

## Financial Report

Through AzCHER, hundreds of healthcare organizations and their emergency preparedness and response partners are building the relationships and capabilities that equip us to provide Arizonans optimal healthcare services during emergencies.

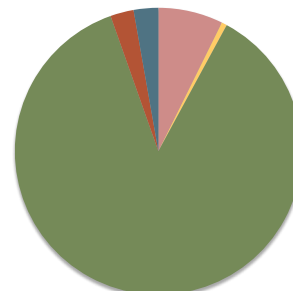
AzCHER is funded principally through the Hospital Preparedness Program, a grant from the U.S. Department of Health & Human Services under the Office of the Assistant Secretary for Preparedness and Response that is administered through the Arizona Department of Health Services. In 2019-2020, AzCHER's base grant was augmented by regional carry-over funds and grants for the COVID-19 response. Indirect expenses consumed less than three percent of total funding.

### 2019-2020 Revenue



- HPP Grant (\$1,110,000)
- Wells Fargo Grant (\$100,000)
- ADHS Ventilator Grant (\$10,000,000)
- Carry Over from 2018-2019 (\$542,734)

### 2019-2020 Expenditures



- Staff & Consultants (\$858,411)
- Communications, Travel, Etc. (\$71,159)
- COVID-19 Supplies & Equipment (\$10,187,350)
- Indirect Expenses (\$309,573)
- Carry Over to 2020-2021 (\$326,241)

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**AzCHER**  
ARIZONA COALITION FOR  
HEALTHCARE EMERGENCY RESPONSE

# Annual Report



# 2019-2020

*Building Resilience  
in Arizona's  
Healthcare Community*