



A Coalition in Action
Examples from Rhode Island

Healthcare Coalition of Rhode Island (HCRI)

Maine Statewide Conference
September 9, 2026



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Objectives

- Explain the role of healthcare coalitions during emergencies and disasters.
- Identify practices that support effective communication and coordination across healthcare partners.
- Apply lessons from real-world response to strengthen local and statewide preparedness.



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HCRI Operating Model



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HCRI Leadership



HCRI is co-led by staff from the RI Department of Health's Center for Emergency Preparedness and Response (CEPR) and the Hospital Association of Rhode Island (HARI).



Dawn Lewis, RN, MBA, PhD
HARI



Rupsha Biswas, MPH
RIDOH

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HCRI Membership



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HCRI Mission

To serve as a forum for cooperation among organizations to develop a networked plan for interaction and collaboration in disaster-related planning, mitigation, response, and recovery efforts that address Rhode Island's healthcare system.



COORDINATION

Providing 24/7/365 response coordination capability for members

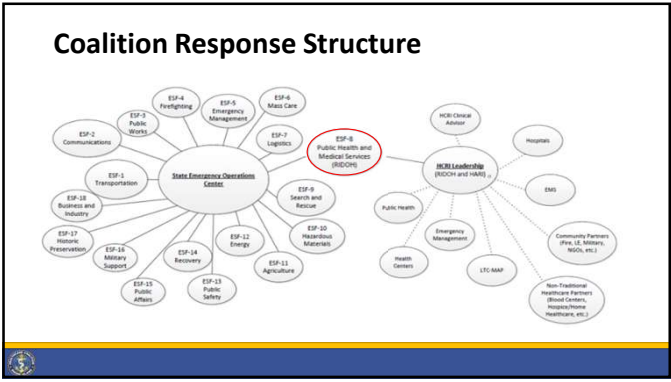
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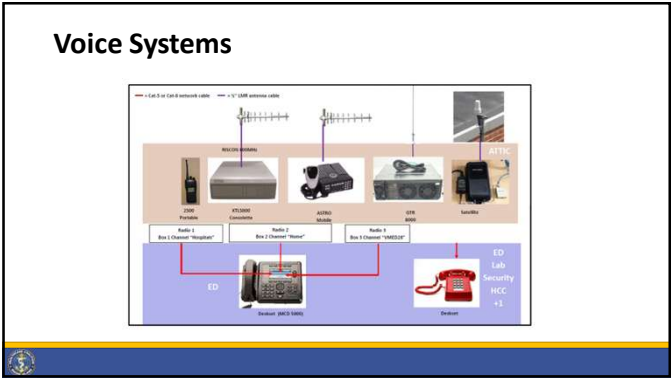
Built for Consistency

Consistency, Predictability, Scalability

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Data Systems

Software	Hospitals	EMS	EMA	Public Health	Nursing Homes and Assisted Living Communities	Health Centers	Non-Traditional Healthcare Partners
ProtectAdvisr	X	X		X	X	X	X
ImageTrend Elite/Signal		X		X			
ImageTrend Resource Bridge	X	X		X			
Basecamp	X			X		X	X
Everbridge	X	X	X	X	X	X	X

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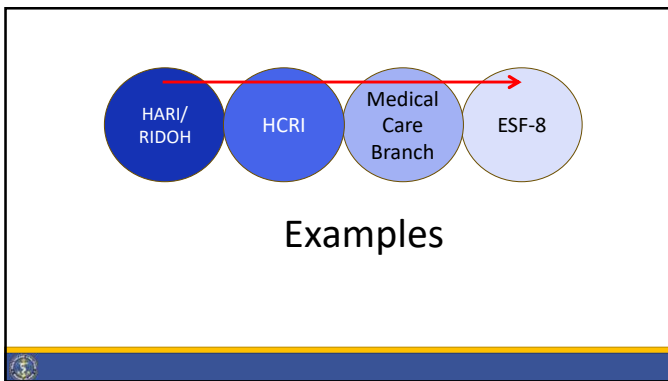
Some Other HCRI Activities

- Memoranda of Understanding
 - Hospital-to-Hospital
 - Health Center-to-Health Center
 - LTC-to-LTC
- Meetings
 - Hospitals, grassroots champions, and trade organizations - monthly
 - Discipline-specific Peer Groups (quarterly or annually)
 - Cross-pollinate with other partners
- National Healthcare Coalition Conference Scholarships
- Website: <https://myhcric.org>

SECTION 8:
MEMORANDUM OF UNDERSTANDING
Rhode Island Long Term Care



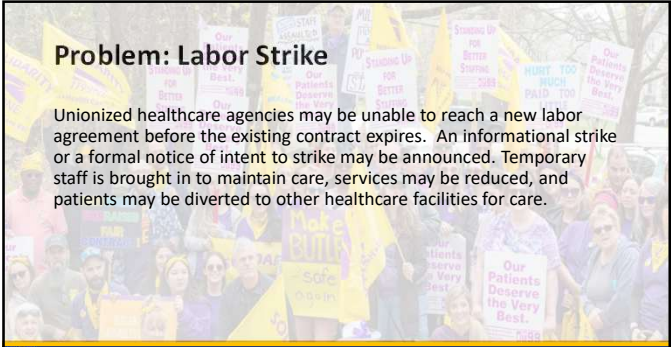
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Problem: Labor Strike

Unionized healthcare agencies may be unable to reach a new labor agreement before the existing contract expires. An informational strike or a formal notice of intent to strike may be announced. Temporary staff is brought in to maintain care, services may be reduced, and patients may be diverted to other healthcare facilities for care.



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Labor Strike: Planning, Response, and Impact

- HCRI Co-leads
 - Communicate directly with non-striking healthcare agencies
 - May convene conference calls to coordinate Coalition-wide response elements
- RIDOH
 - Activates the Incident Command System
 - RIDOH's regulatory body communicates directly with the striking agency
 - Other HCRI leaders (from RIDOH) are also embedded in the leadership of the ICS structure to ensure that communications pathways with other local, state, and cross-border partners are active and strong situational awareness is maintained

Impact: Due to HCRI's involvement, patient services are optimized despite strike-related constraints, while ensuring the perspectives and needs of both striking and non-striking agencies are heard.



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Problem: Evacuation Needed

On the evening of December 20, 2023, a fire occurred in an assisted living community, requiring a full-building evacuation.

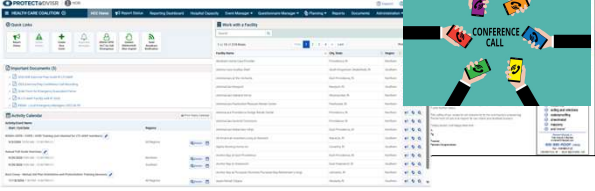
Initially, it was assumed that most, if not all, residents would need to be evacuated.



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Evacuation: Planning/Response and Impact

- HCRI leadership activated LTC-MAP
- 67 beds were identified in the same town or nearby
 - Some residents were able to go home with family



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Problem: Resources Needed

- HCRI member agencies' experiences:
 - A supply chain interruption
 - Allocation or other limitations on critical supplies
 - Sudden need for a resource

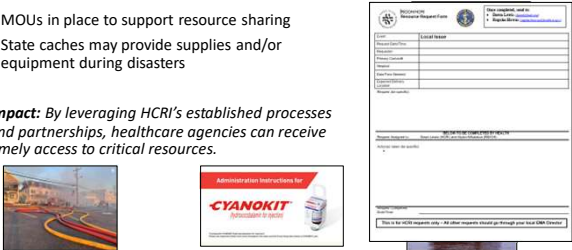


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Resource: Planning/Response and Impact

- MOUs in place to support resource sharing
- State caches may provide supplies and/or equipment during disasters

Impact: By leveraging HCRI's established processes and partnerships, healthcare agencies can receive timely access to critical resources.



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Problem: Large-scale Event (2026 FIFA World Cup™)

A significant influx of visitors unfamiliar with the local area, culture, and the healthcare system can create challenges related to:

- Healthcare access
- Public health preparedness
- Potential surge in illnesses and injuries (e.g., MCIs, infectious disease outbreaks)

401-828-4100
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The Summer Of Soccer

APR 29, 2024

2240

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2026 FIFA World Cup™: Planning/Response and Impact

- Conducted a series of 10 public health and medical exercises, culminating in the HPP-required Medical Response Surge Exercise (MRSE), including numerous exercises with MA DPH
- HCRI leadership was embedded in RIDOH's response structures:
 - Healthcare Coordination Functional Group in RIDOH's FIFA Work Cup Task Force
 - Medical Care Branch Directors within the Operations Section of RIDOH's ICS
- Conducted pre-match conference calls
- Medical Care Branch published a weekly bulletin

Impact: HCRI members receive consistent communication and coordination from HCRI Leadership, which reduces random outreach, streamlines information sharing, and establishes a single, reliable channel for healthcare-related information requests

Medical Care Branch



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Problem: High Consequence Infectious Diseases

- H1N1
- Ebola 2014-2015
- COVID-19
- Monkeypox
- Measles
- Ebola 2026
- And whatever Mother Nature has in mind for us next...



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Problem: Suspicious Activities Identified

Defined

Breach/A

Theft/Lo

Po

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Suspicious Activities: Planning/Response and Impact

HCRI

- Suspicious Activity Report Form
- Security Director Peer Group (includes the RI Fusion Center)

Impact: Through HCRI's SAR, healthcare agencies receive information about evolving threats, allowing them to thwart the event, harden their defenses, or address misinformation.



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Response to Members' Concerns



Workplace Violence

Bulk purchase of vests, sleeves, and gloves
Threat Evaluation Response Overview (TERO) course



Patient Surge

EMS Transport Officer exercises for "round robin" patient distribution
MCI mannequins to address space and equipment needs in exercises



Staff Turnover

New member orientation
Host Hospital training
Ongoing information system training
HCRI Calendar
ICS 300/ ICS 400

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Some final words of wisdom...



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Lessons Worth Considering

- Build relationships (and get their phone numbers) before...
- Use consistent practices in the day-to-day operations of your coalition as you will use during emergencies
- Share information accurately, rapidly, and consistently
- Expand membership to be inclusive of the healthcare spectrum
- Establish resource-sharing agreements and processes in advance
- Exercise to failure and consistent with the existing workflows/processes
- Maintain situational awareness of coalition-wide capabilities
- Be realistic – surge is more than just beds
- Understand that no person or agency is an island...understand interdependencies



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*Thank
you*



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Questions?

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