

# COVID-19 Healthcare Resource Roadmap

This *COVID-19 Healthcare Resource Roadmap* (Roadmap), as developed by FEMA, is to assist state, local, tribal, and territorial (SLTT) leaders and stakeholders with navigating some of the challenges, as well as the resources, associated with the Coronavirus (COVID-19) pandemic. Specifically, the Roadmap describes how supplemental appropriated funds, in particular funding authorized under the Coronavirus Aid, Relief, and Economic Security (CARES) Act, and certain ongoing annually funded federal programs, can be used to implement potential solutions.

Please note that the information that follows is for general informational purposes only and has been compiled with publicly available information or with information provided by sources that are publicly obtained and should be viewed as only a starting point for navigating challenges and available resources. The user should always directly consult the respective department or agency administering the federal program as the provider of a potential resource for current program information, as well as to verify whether proposed activities would be allowable under a program.

“The whole of government and the whole of community is involved in the fight against COVID-19. We will prevail, but it will take government, the private sector and individual Americans working together.”

- Pete Gaynor, FEMA Administrator

## Navigating the Roadmap

The Roadmap is to assist in challenges that federal departments and agencies which work directly with SLTT partners have identified in healthcare and COVID-19 pandemic recovery. Although not an exhaustive list, the identified challenges that follow fall within five topic areas:

- Patient Care Delivery
- Healthcare Workforce Protection and Expansion
- Hospital Operations and Financial Management
- Post-Acute and Long-Term Care and Other Implications of COVID-19
- Vaccine Administration

Each topic area consists of a flowchart of specific challenges, potential solutions, and federal department or agency resources, including federal funding and technical assistance which may be available (e.g., Figure 1). Federal funding resources are either universal or solution specific. Universal resources, for purposes of this document, have broad applicability to the solutions presented within the



# FEMA

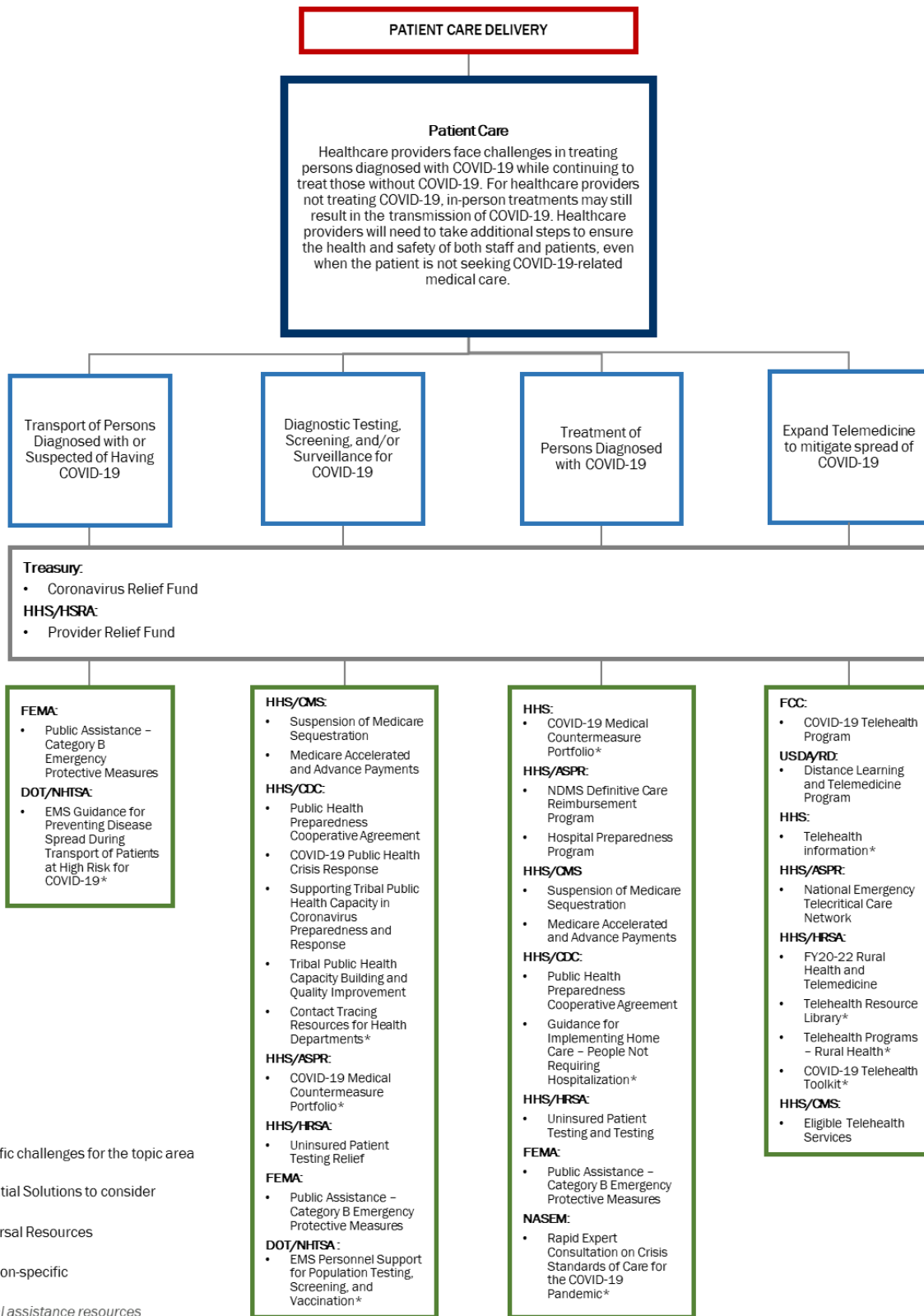
topic area, whereas resources directly linked to specific solutions are limited to the challenge presented.

Although the solutions are general in nature, additional considerations may be necessary to support those who may be at an elevated risk for contracting COVID-19, including those who may have physical, sensory, behavioral, or intellectual disabilities affecting their ability to conform to infection control protocols such as masking, hand washing, or distancing.

The Roadmap also includes a Program Index (Index) that provides an overview of resource structure and connection to the identified healthcare challenges. The Index is designed to help SLTT partners navigate resource availability, find opportunities to leverage assistance across federal programs, and avoid potential areas of duplication of benefits. For example, some of the resources, such as the Coronavirus Relief Fund, are federal resources allocated to state and local governments, and thus may be subject to state and local decision-making for eligible activities. This information can help inform decisions on how to apply funding to maximize resources and achieve recovery outcomes.

Additionally, the U.S. Department of Health and Human Services (HHS), FEMA, and other federal interagency partners are continuing to coordinate support requirements for the distribution of vaccinations related to COVID-19. Planning will continue for the implementation of the immunization effort once a vaccine is approved and ready for use. Final details will be dependent on the requirements associated with the delivery of the vaccine, including the type of storage that may be necessary, the rate at which the vaccine is available for use, and priorities for distribution of the vaccine. To the extent feasible, the vaccine will be made available through established health care delivery and reimbursement systems, and HHS has established mechanisms and program funding for the implementation of the vaccine. There may be additional resources needed from the Federal government to support SLTT in order to deliver and execute the vaccination effort, such as any additional costs for distribution and storage of the vaccine, or additional supplies or equipment, such as PPE, that are not covered by established processes or funding. Such costs incurred by SLTT governments in implementing the vaccine may be eligible for FEMA Public Assistance, and/or Fiscal Year (FY) 2020 Emergency Management Performance Grant Program – COVID-19 Supplemental (EMPG-S) funding, when reasonable and necessary, when not covered by another source of supplies or funding, and in accordance with eligibility criteria. We will have more information on the support and funding that will be available from various Federal resources as the requirements for the vaccine become known and will update the Roadmap as details are finalized.

**Figure 1: Patient Care Delivery**

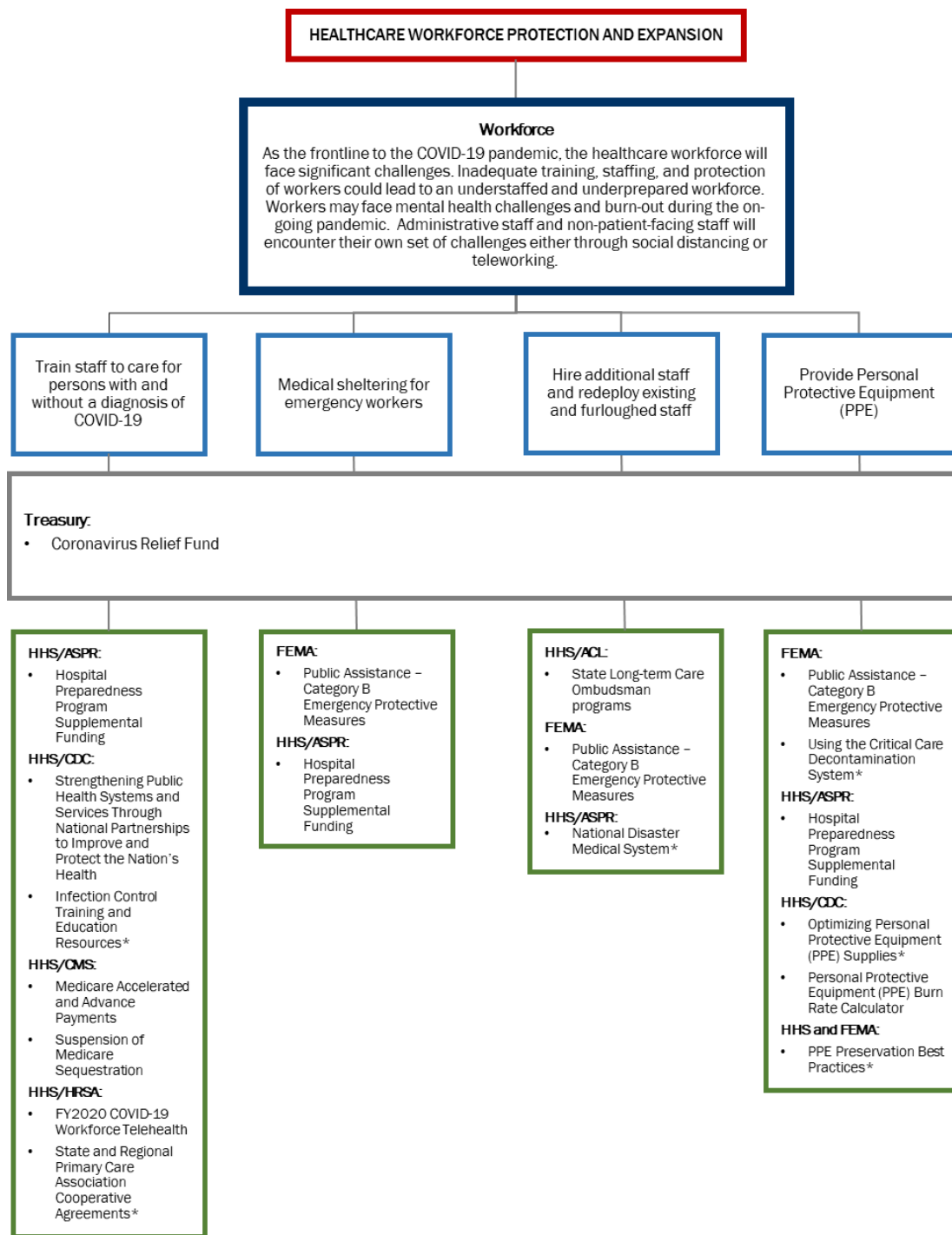


- Specific challenges for the topic area
- Potential Solutions to consider
- Universal Resources
- Solution-specific

\* Technical assistance resources

Note: Under “Diagnostic Testing, Screen and/or Surveillance for COVID-19”, FEMA Public Assistance Category B can be used specifically for testing only.

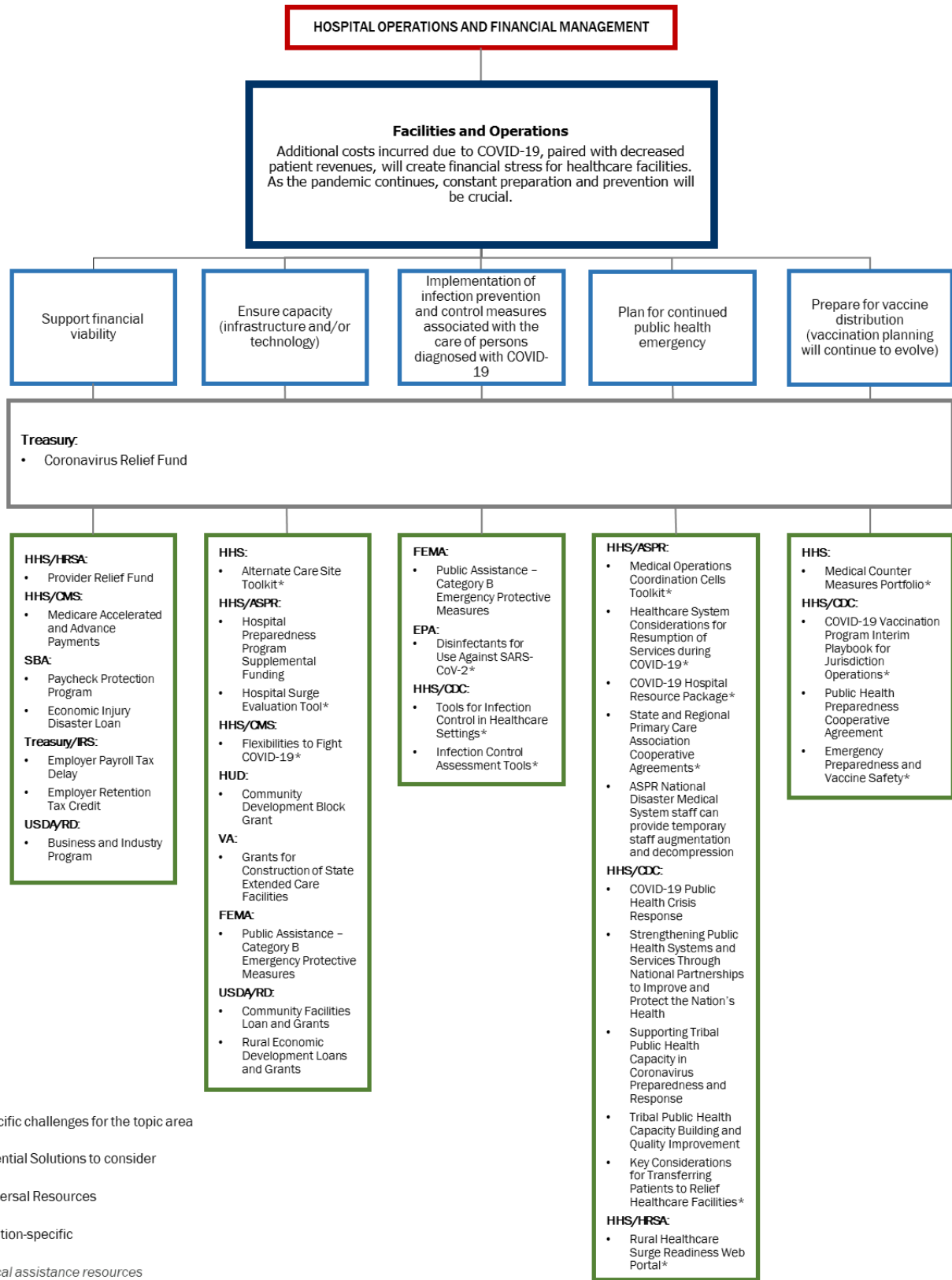
**Figure 2: Healthcare Workforce Protection and Expansion**



- Specific challenges for the topic area
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- Solution-specific

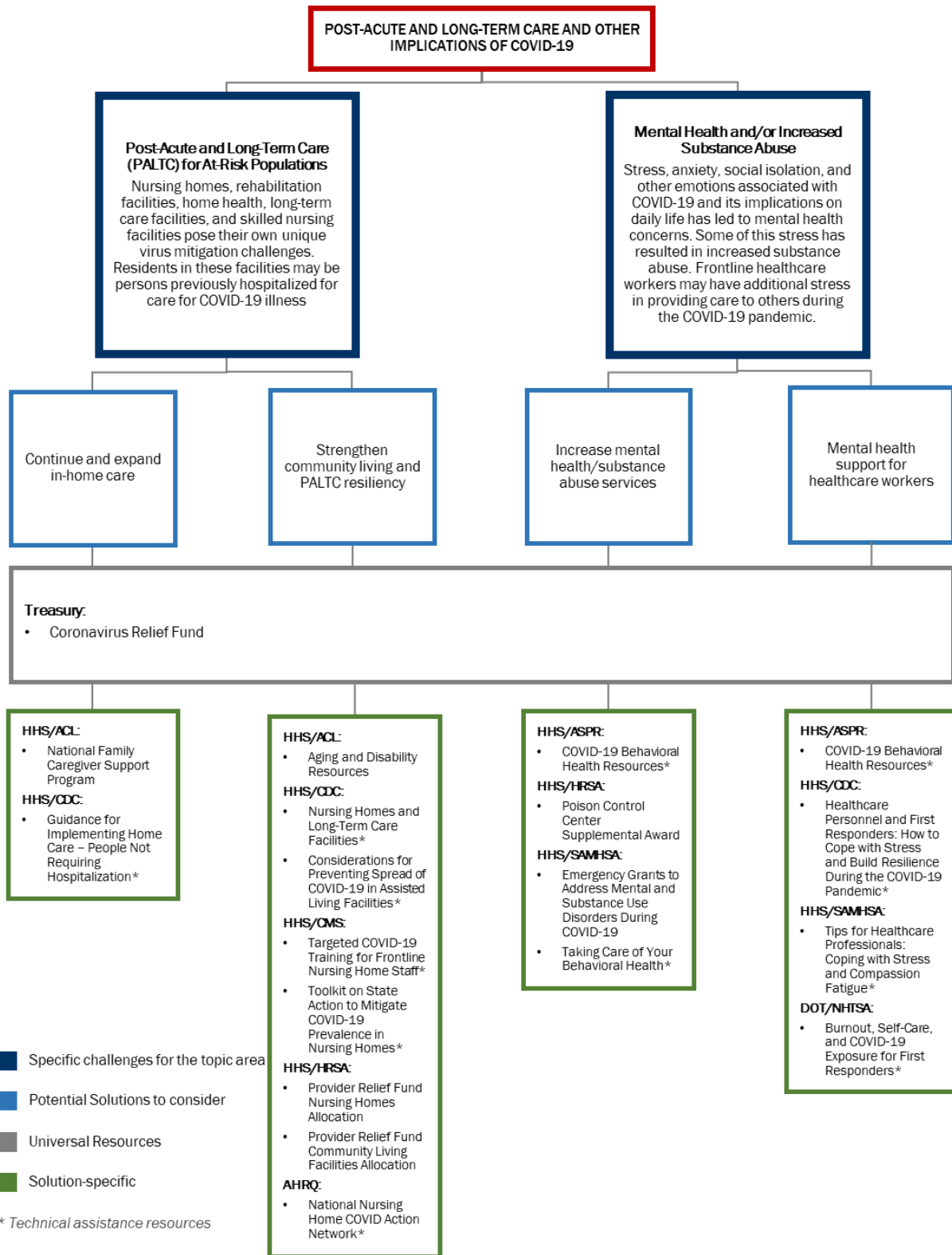
\* Technical assistance resources

**Figure 3: Hospital Operations and Financial Management**

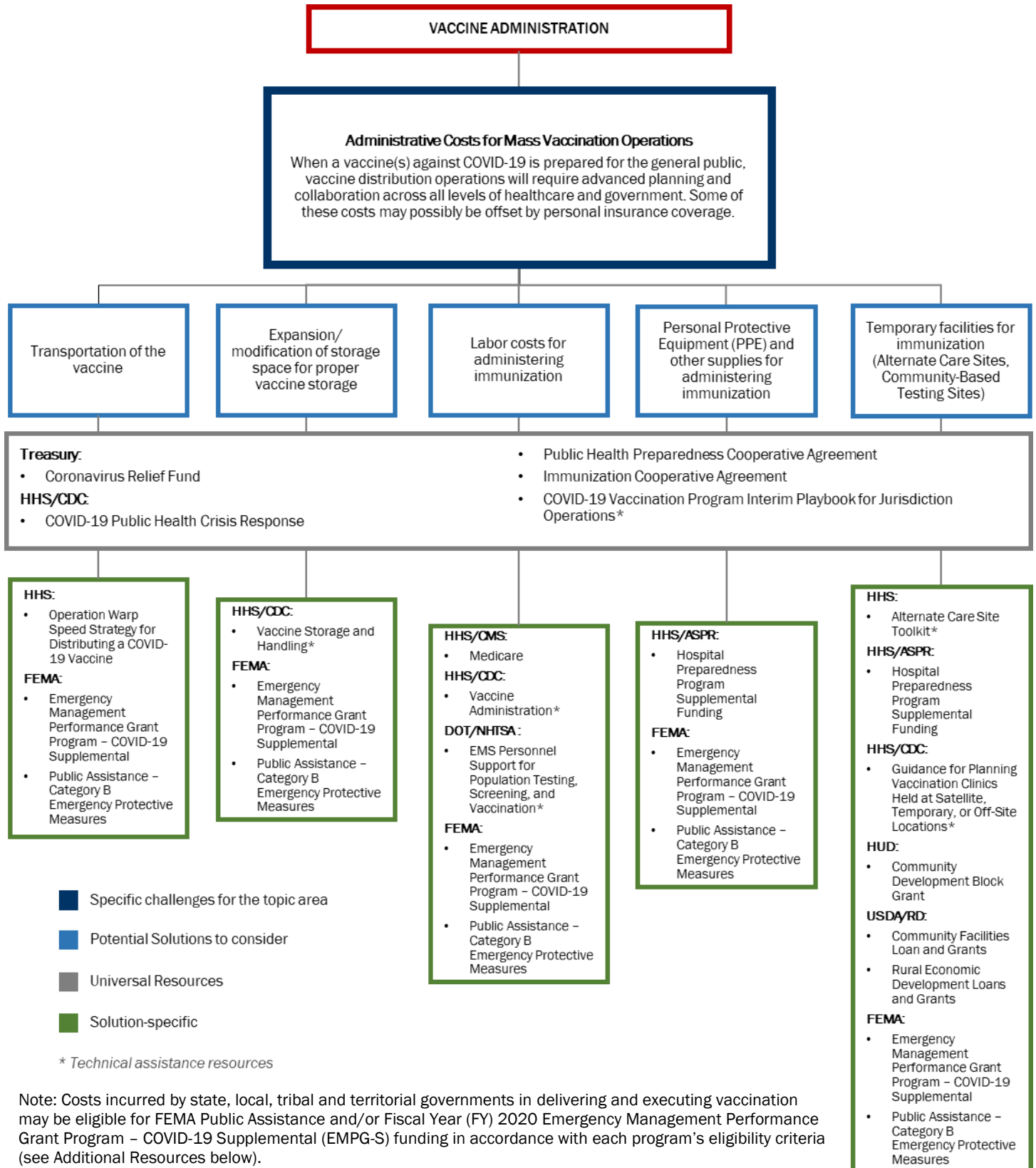


- Specific challenges for the topic area
  - Potential Solutions to consider
  - Universal Resources
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- \* Technical assistance resources

**Figure 4: Post-Acute and Long-Term Care and Other Implications of COVID-19**



**Figure 5: Vaccine Administration**



# Program Index

Program	Program Delivery				Challenge				Additional Information
	Funds to SLTT**	Direct Assistance to Healthcare Providers	Funding Allocated as of 8/27/20	Patient Care Delivery	Healthcare Workforce Protection /Expansion	Hospital Operations and Financial Management	Post-Acute /Long-Term Care and Other Implications	Vaccine Administration	Links to Program Websites
Aging and Disability Resources (HHS/ACL)		✓	✓				✓		<a href="#">Aging and Disability Resources</a>
<i>Business and Industry Program (USDA/RD)*</i>		✓				✓			<a href="#">Business and Industry Program</a> <a href="#">Rural Development Rural Healthcare Assistance</a>
Community Development Block Grant – Coronavirus (HUD)	✓		✓			✓		✓	<a href="#">CDBG COVID-19 Resources</a>
<i>Community Facilities Loans and Grants (USDA/RD)*</i>	✓	✓	✓			✓		✓	<a href="#">USDA Community Facilities Programs</a> <a href="#">Rural Development Rural Healthcare Assistance</a>
Contact Tracing Resources for Health Departments (HHS/CDC)*	✓	✓			✓				<a href="#">Contact Tracing Resources for Health Departments</a>
COVID-19 Public Health Crisis Response (HHS/CDC)	✓		✓	✓		✓			<a href="#">COVID-19 Public Health Crisis Response COVID-19 Funding</a>
Coronavirus Relief Fund (Treasury)	✓		✓	✓	✓	✓	✓		<a href="#">Coronavirus Relief Fund</a>
COVID-19 Telehealth Program (FCC)		✓	✓	✓					<a href="#">COVID-19 Telehealth Program</a>

\*Items that may provide assistance but are not CARES Act funded

\*\*State, Local, Tribal, and Territorial (SLTT) organizations



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FY2020 COVID-19 Workforce Telehealth (HHS/HRSA)		✓	✓		✓				<a href="#">FY2020 COVID-19 Workforce Telehealth Awards Allocations</a>
Definitive Care Reimbursement Program (HHS/ASPR)*		✓		✓					<a href="#">NDMS Definitive Care Reimbursement Program</a>
Distance Learning and Telemedicine Program (USDA/RD)		✓	✓	✓					<a href="#">Distance Learning and Telemedicine Program Rural Development Rural Healthcare Assistance</a>
Economic Injury Disaster Loans (SBA)		✓	✓			✓			<a href="#">Economic Injury Disaster Loans</a>
Eligible Telehealth Services for Medicare (HHS/CMS)		✓		✓					<a href="#">Medicare Telehealth</a>
Emergency Grants to Address Mental and Substance Use Disorders During COVID-19 (HHS/SAMHSA)	✓						✓		<a href="#">SAMHSA COVID-19 Funded Grants</a>
FY 2020 Emergency Management Performance Grant Program – COVID-19 Supplemental (EMPG-S)***	✓		✓					✓	<a href="#">FY 2020 EMPG-S Program</a>
Employee Retention Tax Credit (Treasury/IRS)		✓				✓			<a href="#">Employee Retention Credit</a>
Employer Payroll Tax Delay (Treasury/IRS)		✓				✓			<a href="#">Deferral of employment tax deposits FAQs</a>
Grants for Construction of State Extended Care Facilities (VA)		✓				✓			<a href="#">State Home Grant Program</a>

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\*\*State, Local, Tribal, and Territorial (SLLT) organizations

\*\*\* Costs incurred by state, local, tribal and territorial governments in delivering and executing vaccinations may be eligible for FEMA Public Assistance and/or FY 2020 EMPG-S funding in accordance with the eligibility criteria of each program (See Additional Resources below).

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Hospital Preparedness Program Supplemental Funding (HHS/ASPR)		✓	✓	✓	✓	✓		✓	<a href="#">Hospital Preparedness Program</a>
Immunization Cooperative Agreement	✓							✓	<a href="#">CDC COVID-19 Vaccine Preparedness Award Announcement</a> <a href="#">COVID-19 Vaccination Program Interim Playbook for Jurisdiction Operations</a>
Medicare Accelerated and Advance Payments (HHS/CMS)		✓		✓	✓	✓			<a href="#">COVID-19 Accelerated and Advance Payments</a>
Medicare Vaccines and Immunizations (HHS/CMS)		✓						✓	<a href="#">Medicare Vaccines and Immunizations</a>
National Emergency Telecritical Care Network (HHS/ASPR)				✓					
National Family Caregiver Support Program (HHS/ACL)	✓		✓				✓		<a href="#">National Family Caregiver Support Program</a>
Operation Warp Speed (HHS)								✓	<a href="#">Operation Warp Speed Fact Sheet</a>
Paycheck Protection Program (SBA)		✓	✓			✓			<a href="#">Paycheck Protection Program</a>
Poison Control Center Supplemental Award (HHS/HRSA)	✓		✓				✓		<a href="#">Poison Control Center Supplemental Award Allocations</a>
Provider Relief Fund (HHS/HRSA)		✓	✓	✓	✓	✓	✓		<a href="#">Provider Relief Fund</a>

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Public Assistance – Category B Emergency Protective Measures (FEMA)***	✓			✓	✓	✓	✓	✓	<a href="#">Public Assistance Disaster-Specific Guidance – COVID-19</a>
Public Health Emergency Preparedness Cooperative Agreement (HHS/CDC)	✓			✓		✓		✓	<a href="#">Public Health and Preparedness Cooperative Agreement</a>
Rural Economic Development Loans and Grants (USDA/RD)*	✓	✓	✓			✓		✓	<a href="#">Rural Economic Development Loan and Grant Program</a> <a href="#">Rural Development Rural Healthcare Assistance</a>
Rural Testing Relief Fund (HHS/HRSA)		✓	✓	✓					<a href="#">Rural Testing Relief Fund Allocations</a>
State Long-term Care Ombudsman Programs (HHS/ACL)	✓		✓				✓		<a href="#">Long-Term Care Ombudsman Program</a>
Strengthening Public Health Systems and Services Through National Partnerships to Improve and Protect the Nation’s Health (HHS/CDC)	✓	✓	✓		✓	✓			<a href="#">Strengthening Public Health Systems and Services Through National Partnerships to Improve and Protect the Nation’s Health</a>

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Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response (HHS/CDC)	✓			✓		✓			<a href="#">Supporting Tribal Public Health Capacity</a>
Suspension of Medicare Sequestration (HHS/CMS)		✓		✓	✓				<a href="#">Suspension Announcement of Medicare FFS Claims</a>
<i>Tribal Public Health Capacity Building and Quality Improvement (HHS/CDC)*</i>	✓			✓		✓			<a href="#">Tribal Public Health Capacity Building and Quality Improvement</a>
Uninsured Patient Testing and Treatment (HHS/HRSA)		✓		✓					<a href="#">COVID-19 Uninsured Claim</a>

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# Additional Resources

## General

The Centers for Disease Control and Prevention provides facts about [Coronavirus \(COVID-19\)](#) on staying safe and protecting others in your home and community. [Indian Health Services: Coronavirus](#) and [National Council of Urban Indian Health](#) provide information and technical assistance for tribal nations. General information and resources for the healthcare industry can be found at:

- [Information for Healthcare Professionals about Coronavirus](#)
- [Preparedness Tools for Healthcare Professionals and Facilities Responding to Coronavirus](#)
- [National Emerging Special Pathogens Training and Education Center](#)
- [COVID-19 Resources for EMS](#)
- [COVID-19 Hospital Resource Package](#)
- [Contact Tracing Resources for Health Departments](#)

For a list of the U.S. Department of Health and Human Services funding for COVID-19 by state and territory, information by funding phase, please see [HHS COVID-19 Awards](#).

The Centers for Medicare & Medicaid Services provides flexibility for Medicare and Medicaid providers. These flexibilities are available at: [Hospitals: Centers for Medicare & Medicaid Services Flexibilities to Fight COVID-19](#).

General COVID-19 related information and resources for SLTT emergency management officials is available at: <https://www.fema.gov/disasters/coronavirus/governments>

## Patient Care Delivery

Identifying patients diagnosed with COVID-19 is a critical measure in delivering patient care during the COVID-19 pandemic. Funded and/or approved COVID-19 vaccines, diagnostics, therapeutics, and other countermeasures are tracked in the [COVID-19 Medical Countermeasures Portfolio](#). Additionally, [Personnel Support for Population Testing, Screening, and Vaccination](#) can be used to assist in COVID-19 surveillance.

In caring for patients diagnosed with COVID-19, [Rapid Expert Consultation on Crisis Standards of Care for the COVID-19 Pandemic](#) promotes broad principles and core elements of Crisis Standards of Care planning and implementation. [Interim Guidance for Implementing Home Care of People Not Requiring Hospitalization for Coronavirus Disease 2019](#) can be used for treating patients in non-hospital settings.

[Guidance on Preventing Disease Spread During Transport of Patients at High Risk for COVID-19 Illness](#) provides recommendations for Emergency Medical Services. Additionally, the CDC is providing the American public with the information and assistance it needs to address COVID-19 head on and continues to issue guidance and recommendations based on the best available science and data. CDC's [guidance on Contact Tracing](#) can be found on the CDC website.

In expanding and implementing telehealth, several resources are available to support telehealth practices:

- [Telehealth Information](#)
- [Telehealth Resource Library](#)
- [Telehealth – Rural Health](#)
- [COVID-19 Telehealth Toolkit](#)

## Healthcare Workforce Protection and Expansion

For additional staffing needs, [National Disaster Medical System](#) provides nationwide support and mobilization of medical teams during disasters. Additionally, [Emergency Medical Services Personnel Support for Population Testing, Screening, and Vaccination](#) can help supplement staffing needs.

Regarding shortages of Personal Protective Equipment (PPE), the [COVID-19: Personal Protective Equipment \(PPE\) Preservation Best Practices](#) can be used to decrease burn rates of PPE. [Optimization strategies](#) and [burn-rate calculators](#) can also help preserve supplies. Additionally, [using the Critical Care Decontamination System TM](#), and other FDA authorized sterilizing systems, to decontaminate compatible N95 filtering facepiece respirators can help preserve PPE supply.

[State and Regional Primary Care Association Cooperative Agreements](#) provides training and technical assistance to health centers for continued primary care. The CDC provides additional [training and education resources](#) on infection prevention and control, which includes Safe Healthcare Webinars, Continued Medical Education (CME) courses, and Continued Nursing Education (CNE) courses.

Additional training resources for nursing homes is provided at: [Targeted COVID-19 Training for Frontline Nursing Home Staff](#).

## Hospital Operations and Financial Management

There are resources available for hospital planning:

- [Hospital Surge Evaluation Tool from HPP](#)
- [Alternate Care Site Toolkit](#)
- [COVID-19 Hospital Resource Package](#)
- [Healthcare System Considerations for Resumption of Services during COVID-19](#)
- [Rural Healthcare Surge Readiness](#)
- [Infection Control Assessment Tools](#)

On a regional scale, [Medical Operations Coordination Cell Toolkit](#) can assist in load-balancing across healthcare facilities and systems so that the highest possible level of care can be provided during the COVID-19 pandemic. [Key Considerations for Transferring Patients to Relief Healthcare Facilities when Responding to Community Transmission of COVID-19 in the United States](#) is also provided to assist in balance resources across multiple hospital systems.

In implementing infection prevention and control in healthcare settings, infection control assessment and response [tools](#) are available. The Environmental Protection Agency (EPA) provides information and resources related to indoor air and COVID-19. These considerations for reducing airborne transmission of COVID-19 may be helpful for planning, operating facilities, and implementing infection prevention and control procedures to protect patients and healthcare workers. EPA also provides [information](#) on approved disinfectants against COVID-19, the virus that causes COVID-19.

Additionally, [State and Regional Primary Care Association Cooperative Agreements](#) provides training and technical assistance to health centers for continued primary care. [Businesses and Workplaces](#) provides guidance and strategies to help prevent workplace exposures of COVID-19.

Healthcare systems should prepare for eventual vaccine distribution. [COVID-19 Medical Countermeasures Portfolio](#) tracks COVID-19 vaccines, diagnostics, therapeutics, and other countermeasures. CDC provides Emergency Preparedness and Vaccine Safety [information](#), with examples from past experience with Smallpox in 2002 and H1N1 in 2009 and 2010. For the most up to date operational plans for jurisdictions, the [COVID-19 Vaccination Interim Playbook](#) led by the CDC provides guidance from planning to administering and monitoring vaccinations.

## Post-Acute and Long-Term Care and Other Implications of COVID-19

To decrease the burden on overwhelmed healthcare systems, consider the [Interim Guidance for Implementing Home Care of People Not Requiring Hospitalization for Coronavirus Disease 2019](#).

For Community Living facilities mitigating the spread of COVID-19, visit:

- [Administration for Community Living COVID-19](#) information
- [COVID-19 Rapid Response Network for Nursing Homes](#)
- [National Nursing Home COVID-19 Action Network](#) (Recent Announcement)
- [Nursing Homes and Long-Term Care Facilities](#)
- [Considerations for Preventing Spread of COVID-19 in Assisted Living Facilities](#)
- [Toolkit on State Action to Mitigate COVID-19 Prevalence in Nursing Homes](#)

To support the general population experiencing stress, anxiety, and other negative behavioral health effects due to COVID-19's impact on daily life, tools are available at:

- [COVID-19 Behavioral Health Resources](#)
- [Taking Care of your Behavioral Health – Tips for Social Distancing, Quarantine, and Isolation During an Infectious Disease Outbreak](#)
- [Grief and Loss](#)
- [Coping with Stress](#)

For frontline healthcare professionals undergoing heightened stress, anxiety, and other emotions due to COVID-19, resources and guidelines are available at:

- [Healthcare Personnel and First Responders: How to Cope with Stress and Build Resilience during the COVID-19 Pandemic](#)
- [Burnout, Self-Care, and COVID-19 Exposure for First Responders](#)
- [Tips for Healthcare Professionals: Coping with Stress and Compassion Fatigue](#)

## Vaccine Administration

In planning for eventual vaccine distribution, stakeholders and administrators will have to plan every step of the process from transportation and distribution to administration and administration sites. For the most up to date operational plans for jurisdictions, the [COVID-19 Vaccination Interim Playbook](#) led by the CDC provides guidance from planning to administering and monitoring vaccinations. Federal strategy on vaccination distribution is [outlined](#) in the Operational Warp Speed plan. CDC also provides Emergency Preparedness and Vaccine Safety [information](#), with examples from past experience with H1N1 in 2009 and 2010 and Smallpox in 2002. When planning for vaccine storage, CDC offers administration tools on [Vaccine Storage and Handling](#) as well as [Interim Guidance for Routine and Influenza Immunization Services During the COVID-19 Pandemic](#), [Vaccine Administration](#), [Personnel Support for Population Testing, Screening, and Vaccination](#) can be used to assist in vaccine administration. In planning administration sites, [Guidance](#) for Planning Vaccination Clinics Held at Satellite, Temporary, or Off-Site Locations is also provided by the CDC.

Planning will continue for the implementation of the immunization effort once a vaccine is approved and ready for use. Final details will be dependent on the requirements associated with the delivery of the vaccine. To the extent feasible, the vaccine will be made available through established health care delivery and reimbursement systems, and HHS has established mechanisms and program funding for the implementation of the vaccine. There may be additional resources needed from the Federal government to support SLTT in order to deliver and execute the vaccination effort, such as any additional costs for distribution and storage of the vaccine, or additional supplies or equipment, such as PPE, that are not covered by established processes or funding. Such costs incurred by SLTT governments in implementing the vaccine may be eligible for FEMA Public Assistance and/or EMPG-S funding, when reasonable and necessary, when not covered by another source of supplies or funding, and in accordance with eligibility criteria. More information on support and funding will be made available as the requirements for the vaccine become known, and the Roadmap will be updated as details are finalized.



# Acronym List

ACL	Administration for Community Living (HHS)
AHRQ	Agency for Healthcare Research and Quality (HHS)
ASPR	Assistant Secretary for Preparedness and Response (HHS)
CARES	Coronavirus Aid, Relief, and Economic Security
CDBG	Community Development Block Grant
CDC	U.S. Centers for Disease Control and Prevention
CMS	Centers for Medicare & Medicaid Services
COVID-19	Coronavirus Pandemic
EMPG-S	Emergency Management Performance Grant Program – COVID-19 Supplemental
EMS	Emergency Medical Service
EPA	Environmental Protection Agency
FAQ(s)	Frequently Asked Questions
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
HHS	U.S. Department of Health and Human Services
HRSA	Health Resources and Services Administration (HHS)
HUD	U.S. Department of Housing and Urban Development
IRS	U.S. Internal Revenue Service
NASEM	National Academies of Sciences, Engineering, and Medicine
NDMS	National Disaster Medical System
PPE	Personal Protective Equipment
SAMHSA	Substance Abuse and Mental Health Services Administration (HHS)
SBA	U.S. Small Business Administration
PALTC	Post-Acute and Long-Term Care
SLTT	State, Local, Tribal, and Territorial
TRC	Telehealth Resource Centers
Treasury	U.S. Department of the Treasury
USDA	U.S. Department of Agriculture
VA	U.S. Department of Veterans Affairs