RESOURCE ROADMAP

COVID-19 Healthcare Resource Roadmap (Version 2.0)

This *COVID-19 Healthcare Resource Roadmap (Version 2.0)* (Roadmap) was developed to assist state, local, tribal, and territorial (SLTT) leaders and other interested parties 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 and certain ongoing annually funded federal programs can be used to implement potential solutions. For more information on the structure of the Roadmap, see the COVID-19 Resource Roadmaps Overview.

Please note that this Roadmap is for general guidance purposes only and has been compiled with publicly available information or with information provided by sources that are publicly obtained. This should be viewed as only a starting point for navigating challenges and available resources. Additionally, the resources highlighted are available as of the date captured in the footer of the document and will be updated, as appropriate. 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 particular program.

Navigating the Roadmap

The Roadmap is to assist in challenges that federal departments and agencies, which work directly with SLTT partners, have identified in delivering healthcare services. Although not an exhaustive list, the identified challenges that follow fall within six topic areas:

- Public Health Capacity
- Patient Care Delivery
- Healthcare Workforce Protection and Expansion

- Building Capacity in Healthcare Infrastructure
- Long-Term Care and Other Implications of COVID-19
- Vaccine Distribution and Administration

Tables for each topic area provide information on specific challenges, potential solutions, and federal department or agency resources, including federal funding and technical assistance which may be available. 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 topic area, whereas resources directly linked to specific solutions are limited to the challenge presented. This information can help inform decisions on how to apply funding to maximize resources and achieve recovery outcomes. Additional Resources and an Acronym and Agency Glossary can be found at the end of the document. 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.

FEMA

Challenge 1: Public Health Capacity

Public health capacity to respond and mitigate the spread of COVID-19 is crucial in reducing impacts of the pandemic. Without resources, SLTT partners and healthcare providers may not be able to provide adequate testing, screening, or treatment of COVID-19.

For a list of specific federal department and agency names, review the Acronym and Agency Glossary at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- Coronavirus Relief Fund (Treasury)
- COVID-19 Public Health Crisis Response (HHS/CDC)
- Provider Relief Fund (HHS/HRSA)
- State and Local Fiscal Recovery Fund (Treasury)*
- Strengthening Public Health Systems and Services Through National Partnerships to Improve and Protect the Nation's Health (HHS/CDC)
- Supplemental Funding for Health Centers (HHS/HRSA)
- Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response (HHS/CDC)

Solution-specific funding resources are detailed in the table below.

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* Although guidance for the program is under development, the Roadmap was developed with the assumption that the State and Local Fiscal Recovery Fund will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

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Department/Agency	Program	Potential Solution to Consider					Program Delivery Details		
		Testing	Surveillance and Reporting	Contact Tracing	Infection Control in Congregate Settings	Public Messaging	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
Federal Emergency Management Agency (FEMA)	Public Assistance – Category B Emergency Protective Measures[2]	✓			✓	✓	✓	✓	✓
U.S. Department of Health and Human Services (HHS)	Hospital Association COVID-19 Preparedness and Response Activities Cooperative Agreement[3] (ASPR)		✓					✓	
	Hospital Preparedness Program Supplemental Funding[4] (ASPR)		✓				✓		
	National Emergency Telecritical Care Network (ASPR)		✓						
	Regional Ebola and Other Special Pathogen Treatment Centers (RESPTC) COVID-19 Supplemental Funding (ASPR)		✓				✓		
	COVID-19 Public Health Crisis Response (CDC)	✓	✓	✓	✓	✓	✓		
	Epidemiology and Laboratory Capacity for the Prevention and Control of Emerging Infectious Diseases (ELC) Cooperative Agreement (CDC)	✓					✓		
	Public Health Emergency Preparedness (PHEP) Cooperative Agreement (CDC)	✓			✓		✓		
	Strengthening Public Health Systems and Services Through National Partnerships to Improve and Protect the Nation's Health (CDC)	✓	✓	✓	✓	✓	✓	✓	

Department/Agency	Program	Potential Solution to Consider					Program Delivery Details		
		Testing	Surveillance and Reporting	Contact Tracing	Infection Control in Congregate Settings	Public Messaging	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
	Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response (CDC)	✓	✓	✓	✓	✓	✓		
	Tribal Public Health Capacity Building and Quality Improvement[5] (CDC)	✓					✓		
U.S. Department of Treasury (Treasury)	Coronavirus Relief Fund	✓	✓	✓	✓		✓		New Program
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓		✓		New Program

[1] State, Local, Tribal, and Territorial (SLTT) Organizations.

[2] FEMA Public Assistance (PA) is applicable to work performed on or after January 20, 2020. Through September 20, 2021, FEMA is funding the entire cost of the emergency protective measures made eligible in the Coronavirus (COVID-19) Pandemic: Medical Care Eligible for Public Assistance (Interim) (Version 2) FEMA Policy and/or Coronavirus (COVID-19) Pandemic: Work Eligible for Public Assistance (Interim).

[3] Funds are provided to hospital association recipients, which fund hospitals and other healthcare-related entities.

[4] While the Hospital Preparedness Program Supplemental Funding cannot be used for the transportation of patients, it can support coordination between healthcare entities and EMS/patient transport systems. For more information, see the HPP COVID-19 Supplemental Funding webpage.

[5] Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

Technical Assistance Resources

Potential Solutions to Consider	Technical Assistance Resources
Diagnostic Testing, Screening, and/or Surveillance for COVID-19	• COVID-19 Medical Countermeasure Portfolio (HHS/ASPR) • Emergency Medical Services (EMS) Personnel Support for Population Testing, Screening, and Vaccination (DOT/NHTSA) • Overview of Testing for SARS-CoV-2 (COVID-19) (HHS/CDC) • Guidance for COVID-19 (HHS/CDC) • Contact Tracing Resources for Health Departments (HHS/CDC) • Interim Guidance on Developing a COVID-19 Case Investigation & Contact Tracing Plan: Overview (HHS/CDC) • Contact Tracing: Using Digital Tools (HHS/CDC)

Potential Solutions to Consider	Technical Assistance Resources
	• Guidelines for the Implementation and Use of Digital Tools to Augment Traditional Contact Tracing: COVID-19 Contact Tracing for Health Departments, Version 1 (HHS/CDC) • Preliminary Criteria for the Evaluation of Digital Contact Tracing Tools for COVID-19: COVID-19 Contact Tracing for Health Departments, Version 1.2 (HHS/CDC) • Testing Strategy for Coronavirus (COVID-19) in High-Density Critical Infrastructure Workplaces After a COVID-19 Case is Identified (HHS/CDC) • Performing Broad-Based Testing for SARS-CoV-2 in Congregate Correctional, Detention, and Homeless Service Settings: Considerations for Health Departments and Healthcare Providers (HHS/CDC) • Testing Guidelines for Nursing Homes: Interim SARS-CoV-2 Testing Guidelines for Nursing Home Residents and Healthcare Personnel (HHS/CDC) • Investigating and Responding to COVID-19 Cases at Homeless Service Provider Sites: Considerations for State and Local Health Departments (HHS/CDC)
Infection Control in Congregate Settings	• Guidance for Preventing Disease Spread During Transport of Patients at High Risk for COVID-19 Illness (DOT/NHTSA) • EMS Infectious Disease Playbook (HHS/ASPR) • Shared and Congregate Housing: Plan, Prepare, and Respond (HHS/CDC)\ • Retirement Communities and Independent Living: Guidance and Strategies to Prevent the Spread of COVID-19 (HHS/CDC) • Correctional and Detention Facilities: Resources for People Who Work and Reside in Prisons, Jails, and Detention Centers (HHS/CDC)

Note: ASPR TRACIE (HHS) has developed a COVID-19 Resource Library that contains additional technical assistance resources relevant to this challenge.

Additional Guidance for Public Health Capacity

Additional information on staffing challenges and potential solutions can be found under Challenge 3: Healthcare Workforce Protection and Expansion in this document.

Challenge 2: Patient Care Delivery

Healthcare providers face challenges in treating persons diagnosed with COVID-19 while continuing to vaccinate and treat those without COVID-19. For healthcare providers not treating COVID-19 patients, in-person treatments may still result in the transmission of COVID-19. Healthcare providers will need to take additional steps to ensure the health and safety of both staff and patients, even when the patient is not seeking COVID-19-related medical care.

For a list of specific federal department and agency names, review the Acronym and Agency Glossary at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- Coronavirus Relief Fund (Treasury)

- Provider Relief Fund (HHS/HRSA)

- State and Local Fiscal Recovery Fund (Treasury)[†]

- Supplemental Funding for Health Centers (HHS/HRSA)

Solution-specific funding resources are detailed in the table below.

Department/Agency	Program	Potential Solution to Consider			Program Delivery Details		
		Expand Telemedicine to Mitigate Spread of COVID-19	Transport of Persons Diagnosed with or Suspected of Having COVID-19	Treatment of Persons Diagnosed with COVID-19	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
U.S. Department of Agriculture (USDA)	Distance Learning and Telemedicine Grants[5] (RD)	✓				✓	
Federal Communications Commission (FCC)	COVID-19 Telehealth Program	✓				✓	
Federal Emergency Management Agency (FEMA)	Public Assistance – Category B Emergency Protective Measures[2]		✓	✓	✓	✓	✓

[†] Although guidance for the program is under development, the Roadmap was developed with the assumption that the State and Local Fiscal Recovery Fund will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

Department/Agency	Program	Potential Solution to Consider			Program Delivery Details		
		Expand Telemedicine to Mitigate Spread of COVID-19	Transport of Persons Diagnosed with or Suspected of Having COVID-19	Treatment of Persons Diagnosed with COVID-19	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
U.S. Department of Health and Human Services (HHS)	Hospital Association COVID-19 Preparedness and Response Activities Cooperative Agreement[3] (ASPR)	✓				✓	
	Hospital Preparedness Program Supplemental Funding[4] (ASPR)	✓				✓	
	National Emergency Telecritical Care Network (ASPR)	✓					
	NDMS Definitive Care Reimbursement Program[5] (ASPR)			✓		✓	
	Regional Ebola and Other Special Pathogen Treatment Centers (RESPTC) COVID-19 Supplemental Funding (ASPR)	✓				✓	
	Eligible Telehealth Services for Medicare (CMS)	✓				✓	
	Suspension of Medicare Sequestration (CMS)			✓		✓	

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Department/Agency	Program	Potential Solution to Consider			Program Delivery Details		
		Expand Telemedicine to Mitigate Spread of COVID-19	Transport of Persons Diagnosed with or Suspected of Having COVID-19	Treatment of Persons Diagnosed with COVID-19	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
	COVID-19 Claims Reimbursement to Health Care Providers for Testing, Treatment, and Vaccine Administration for the Uninsured (HRSA)			✓		✓	
	FY20-22 Rural Health and Telemedicine (HRSA)	✓				✓	
	Provider Relief Fund (HRSA)	✓	✓	✓		✓	
	Rural Testing Relief Fund for Rural Health Clinics (HRSA)					✓	
	Supplemental Funding for Health Centers (HRSA)	✓	✓	✓		✓	
U.S. Department of Treasury (Treasury)	Coronavirus Relief Fund	✓	✓	✓	✓		New Program
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓		New Program
U.S. Department of Veterans Affairs (VA)	Health Care for Homeless Veterans Program		✓	✓		✓	

[1] State, Local, Tribal, and Territorial (SLTT) Organizations.

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[3] Funds are provided to hospital association recipients, which fund hospitals and other healthcare-related entities.

[4] While the Hospital Preparedness Program Supplemental Funding cannot be used for the transportation of patients, it can support coordination between healthcare entities and EMS/patient transport systems. For more information, see the HPP COVID-19 Supplemental Funding webpage.

[5] Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

Technical Assistance Resources

Potential Solutions to Consider	Technical Assistance Resources
Expand Telemedicine to Mitigate Spread of COVID-19	• COVID-19 Telehealth Toolkit (HHS/HRSA) • Telehealth: Delivering Care Safely During COVID-19 (HHS) • Telehealth Programs (HHS/HRSA) • Telehealth Resource Library (HHS/HRSA) • HHS Telemedicine Hack: Resources to Enhance Ambulatory Providers' Telemedicine Implementation (HHS) • COVID-19 and Telehealth Snapshot (HHS/ASPR) • Medicare Telemedicine Health Care Provider Fact Sheet (HHS/CMS) • HHS-Supported Telemedicine Best Practices Video Series (Medscape) • Telehealth Learning Series for SUD Tx and Recovery Support Providers
Transport of Persons Diagnosed with or Suspected of Having COVID-19	• Guidance for Preventing Disease Spread During Transport of Patients at High Risk for COVID-19 (DOT/NHTSA) • EMS Infectious Disease Playbook (HHS/ASPR)
Treatment of Persons Diagnosed with COVID-19	• COVID-19 Medical Countermeasure Portfolio (HHS/ASPR) • Interim Guidance for Implementing Home Care of People Not Requiring Hospitalization for 2019 Novel Coronavirus (2019-nCov) (HHS/CDC) • Rapid Expert Consultation on Crisis Standards of Care for the COVID-19 Pandemic (2020) (NASEM) • Coronavirus Disease 2019 (COVID-19) Treatment Guidelines (NIH) • HHS ASPR Clinical Rounds (HHS/ASPR, Project ECHO)
Infection Control Guidance	• Infection Control Guidance for Healthcare Professionals about Coronavirus (COVID-19) (HHS/CDC) • Interim Infection Prevention and Control Recommendations for Healthcare Personnel During the Coronavirus Disease 2019 (COVID-19) Pandemic (HHS/CDC) • Using Personal Protective Equipment (PPE) (HHS/CDC) • Hand Hygiene Recommendations: Guidance for Healthcare Providers about Hand Hygiene and COVID-19 (HHS/CDC) • Discontinuation of Transmission-Based Precautions and Disposition of Patients with SARS-CoV-2 Infection in Healthcare Settings (HHS/CDC) • Collection and Submission of Postmortem Specimens from Deceased Persons with Confirmed or Suspected COVID-19: Postmortem Guidance (HHS/CDC)

Note: ASPR TRACIE (HHS) has developed a COVID-19 Resource Library that contains additional technical assistance resources relevant to this challenge.

Additional Guidance for Patient Care Delivery

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. Additional information on Crisis Standards of Care is available through ASPR TRACIE (HHS). Interim Guidance for Implementing Home Care of People Not Requiring Hospitalization for Coronavirus Disease 2019 can be used for treating patients in residential settings. Funded and/or approved COVID-19 vaccines, diagnostics, therapeutics, and other countermeasures that can be utilized in patient care are tracked in the COVID-19 Medical Countermeasure Portfolio.

For healthcare providers, Guidance on Preventing Disease Spread During Transport of Patients at High Risk for COVID-19 Illness provides recommendations for Emergency Medical Services (EMS) transporting patients with infectious disease. Additionally, Emergency Medical Services (EMS) Personnel Support for Population Testing, Screening, and Vaccination can be used to assist in COVID-19 surveillance. The CDC also provides Infection Control Guidance for Healthcare Professionals about Coronavirus (COVID-19).

Additional COVID-19 Contact Tracing Resources for Health Departments can be found on the CDC website. The Centers for Medicare and Medicaid Services (CMS) also provide Funding Opportunities that can support patient care delivery in the COVID-19 pandemic.

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

- Telehealth Information
- Telehealth Resource Library
- Telehealth Programs
- COVID-19 & Pandemics

Challenge 3: Healthcare Workforce Protection and Expansion

As the frontline to the COVID-19 pandemic, the healthcare workforce will face significant challenges. Inadequate training, staffing, and protection of workers could lead to an understaffed and underprepared workforce. Workers may face mental health challenges and burnout during the ongoing pandemic. Administrative staff and non-patient-facing staff will encounter their own set of challenges either through social distancing or teleworking.

For a list of specific federal department and agency names, review the Acronym and Agency Glossary at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- Coronavirus Relief Fund (Treasury)

- State and Local Fiscal Recovery Fund (Treasury)‡

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Mental/ Behavioral Health	Train staff to care for persons with and without a diagnosis of COVID-19	Medical sheltering for emergency workers	Hire additional staff and redeploy existing and furloughed staff	Provide Personal Protective Equipment (PPE)	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
Federal Emergency Management Agency (FEMA)	Public Assistance – Category B Emergency Protective Measures[2]		✓	✓	✓	✓	✓	✓	✓
U.S. Department of Health and Human Services (HHS)	Long-Term Care Ombudsman Programs (ACL)				✓		✓		
	Hospital Association COVID-19 Preparedness and Response Activities Cooperative Agreement[3] (ASPR)		✓			✓		✓	
	Hospital Preparedness Program Supplemental Funding (ASPR)		✓			✓	✓		

‡ Although guidance for the program is under development, the Roadmap was developed with the assumption that the funding State and Local Fiscal Recovery Fund will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

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Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Mental/ Behavioral Health	Train staff to care for persons with and without a diagnosis of COVID-19	Medical sheltering for emergency workers	Hire additional staff and redeploy existing and furloughed staff	Provide Personal Protective Equipment (PPE)	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
	Regional Ebola and Other Special Pathogen Treatment Centers (RESPTC) COVID-19 Supplemental Funding (ASPR)		✓			✓	✓		
	COVID-19 Public Health Crisis Response (CDC)		✓		✓		✓		
	Strengthening Public Health Systems and Services Through National Partnerships to Improve and Protect the Nation's Health (CDC)		✓				✓	✓	
	Poison Control Center Supplemental Award (HRSA)	✓					✓		
	Ryan White HIV/AIDS Program (HRSA)		✓		✓	✓	✓	✓	
	FY 2021 SAMHSA COVID-19 Guidance, Grants, and Resources (SAMHSA)	✓					✓	✓	
U.S. Department of Treasury (Treasury)	Coronavirus Relief Fund		✓	✓	✓	✓	✓		New Program
U.S. Department of Treasury (Treasury)	State and Local Fiscal Recovery Fund		✓	✓	✓	✓	✓		New Program

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[2] FEMA Public Assistance (PA) is applicable to work performed on or after January 20, 2020. Through September 20, 2021, FEMA is funding the entire cost of the emergency protective measures made eligible in the Coronavirus (COVID-19) Pandemic: Medical Care Eligible for Public Assistance (Interim) (Version 2) FEMA Policy and/or Coronavirus (COVID-19) Pandemic: Work Eligible for Public Assistance (Interim).

[3] Funds are provided to hospital association recipients, which fund hospitals and other healthcare-related entities.

Technical Assistance Resources

Potential Solutions to Consider	Technical Assistance Resources
Train staff to care for persons with and without a diagnosis of COVID-19	• Infection Control Training and Education Resources (HHS/CDC) • State and Regional Primary Care Association (PCA) Cooperative Agreements (HHS/HRSA) • COVID-19 Workforce Virtual Toolkit: Resources for Healthcare Decision-Makers Responding to COVID-19 Workforce Concerns (HHS/ASPR) • ASPR TRACIE Technical Assistance Request (HHS/ASPR) • Health Hazard Evaluations (HHEs) (HHS/CDC/NIOSH) • National Emerging Special Pathogens Training and Education Center (NETEC) • Disaster Technical Assistance Center (DTAC) (HHS/SAMHSA) • COVID-19 Contact Tracing Training and Resources (HHS/CDC)
Hire additional staff and redeploy existing and furloughed staff	• National Disaster Medical System (HHS/ASPR) • Staffing Playbook: Actions to Address Healthcare Worker (HCW) Shortages During COVID-19 (HHS) • Healthcare Facility Onboarding Checklist (HHS/ASPR) • ASPR TRACIE Technical Assistance Request (HHS/ASPR) • Rapid Expert Consultation on Staffing Considerations for Crisis Standards of Care for the COVID-19 Pandemic (The National Academies of Sciences, Engineering, Medicine) • Strategies for Managing a Surge in Healthcare Provider Demand (HHS/ASPR) • Scaling Up Staffing Roles in Case Investigation and Contact Tracing (HHS/CDC)
Provide Personal Protective Equipment (PPE)	• Optimizing Personal Protective Equipment (PPE) Supplies (HHS/CDC) • Coronavirus (COVID-19) Pandemic: Personal Protective Equipment Preservation Best Practices (HHS/FEMA) • Personal Protective Equipment (PPE) Burn Rate Calculator (HHS/CDC) • Fact Sheet: PPE Preservation Planning Toolkit (FEMA)
Mental health and substance use health support	• Healthcare Personnel and First Responders: How to Cope with Stress and Build Resilience During the COVID-19 Pandemic (HHS/CDC) • Tips for Healthcare Professionals: Coping with Stress and Compassion Fatigue (HHS/SAMHSA) • Burnout, Self-Care & COVID-19 Exposure for First Responders (DOT/NHTSA) • Are You Working to Help People Affected by the COVID-19 Pandemic? (HHS/SAMHSA)

Note: ASPR TRACIE (HHS) has developed a COVID-19 Resource Library that contains additional technical assistance resources relevant to this challenge.

Additional Guidance for Healthcare Workforce Protection and Expansion

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

Regarding shortages of Personal Protective Equipment (PPE), the Coronavirus (COVID-19) Pandemic: Personal Protective Equipment Preservation Best Practices can be used to decrease usage rates of PPE. Optimizing Personal Protective Equipment (PPE) Supplies and the Personal Protective Equipment (PPE) Burn Rate Calculator 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 (PCA) 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: CMS Targeted COVID-19 Training for Frontline Nursing Home Staff.

Challenge 4: Building Capacity in Healthcare Infrastructure

Additional costs incurred due to COVID-19, paired with decreased patient revenues, will create financial stress for healthcare facilities. As the pandemic continues, constant preparation and prevention will be crucial. For a list of specific federal department and agency names, review the Acronyms List at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- Coronavirus Relief Fund (Treasury)
- Provider Relief Fund (HHS/HRSA)
- State and Local Fiscal Recovery Fund (Treasury)[§]

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		Support financial viability	Ensure capacity (infrastructure and/or technology)	Implementation of infection prevention and control measures associated with the care of persons diagnosed with COVID-19	Plan for continued public health emergency	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
U.S. Department of Agriculture (USDA)	Business & Industry Loan Guarantees[3] (RD)	✔					✔	
	Community Facilities Direct Loan & Grant Program[2] (RD)		✔			✔	✔	
	Rural Economic Development Loans & Grant Program[3] (RD)		✔			✔	✔	
Federal Emergency Management Agency (FEMA)	Public Assistance – Category B Emergency Protective Measures[2]		✔	✔		✔	✔	✔
	Hospital Preparedness Program Supplemental Funding (ASPR)		✔	✔		✔		

[§] Although guidance for the program is under development, the Roadmap was developed with the assumption that the funding provided will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

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Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		Support financial viability	Ensure capacity (infrastructure and/or technology)	Implementation of infection prevention and control measures associated with the care of persons diagnosed with COVID-19	Plan for continued public health emergency	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
U.S. Department of Health and Human Services (HHS)	National Disaster Medical System (temporary staff augmentation and decompression) (ASPR)				✓			
	COVID-19 Public Health Crisis Response (CDC)				✓	✓		
	FY20 Prevention of Disease, Disability, and Death through Immunization & Control of Respiratory & Related Diseases (CDC)		✓	✓		✓	✓	
	Improving Clincal and Public Health Outcomes through National Partnerships to Prevent and Control Emerging and Re-Emerging Infectious Disease Threats (CDC)		✓	✓	✓	✓	✓	
	Public Health Emergency Preparedness (PHEP) Cooperative Agreement (CDC)				✓	✓		
	Strengthening Public Health Systems and Services Through National Partnerships to Improve and Protect the Nation's Health (CDC)				✓	✓	✓	
	Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response (CDC)				✓	✓		

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Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		Support financial viability	Ensure capacity (infrastructure and/or technology)	Implementation of infection prevention and control measures associated with the care of persons diagnosed with COVID-19	Plan for continued public health emergency	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
	Tribal Public Health Capacity Building and Quality Improvement[3] (CDC)				✓	✓		
	FY 2020 Coronavirus Supplemental Funding for Health Centers (COVID-19) (HRSA)	✓	✓	✓	✓		✓	
	Provider Relief Fund (HRSA)	✓	✓	✓	✓		✓	
U.S. Department of Housing and Urban Development (HUD)	Community Development Block Grant - Coronavirus		✓			✓		
U.S. Small Business Administration (SBA)	Economic Injury Disaster Loan	✓					✓	
	Paycheck Protection Program	✓					✓	
U.S. Department of Treasury (Treasury)	Coronavirus Relief Fund	✓	✓	✓	✓	✓		New Program
	Employer Payroll Tax Delay (IRS)	✓					✓	
	Employer Retention Tax Credit (IRS)	✓					✓	
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓	✓		New Program
U.S. Department of Veteran Affairs (VA)	Grants for Construction of State Extended Care Facilities		✓				✓	

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[2] FEMA Public Assistance (PA) is applicable to work performed on or after January 20, 2020. Through September 20, 2021, FEMA is funding the entire cost of the emergency protective measures made eligible in the Coronavirus (COVID-19) Pandemic: Medical Care Eligible for Public Assistance (Interim) (Version 2) FEMA Policy and/or Coronavirus (COVID-19) Pandemic: Work Eligible for Public Assistance (Interim).

[3] Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

Technical Assistance Resources

Potential Solutions to Consider	Technical Assistance Resources
Ensure capacity (infrastructure and/or technology)	- Alternate Care Site Toolkit (HHS) - Rural Crosswalk: Flexibilities to Fight COVID-19 (HHS/CMS) - COVID-19 Patient Surge and Scarce Resource Allocation (HHS/ASPR) - Hospital Operations Toolkit for COVID-19 (HHS/ASPR) - ASPR TRACIE Technical Assistance Request (HHS/ASPR)
Implementation of infection prevention and control measures associated with the care of persons diagnosed with COVID-19	- About List N: Disinfectants for Coronavirus (COVID-19) (EPA) - Healthcare Workers: Information on COVID-19 (HHS/CDC) - Infection Control Assessment Tools (HHS/CDC) - National Emerging Special Pathogens Training and Education Center (NETEC) - HHS ASPR Clinical Rounds (HHS/ASPR, Project ECHO)
Plan for continued public health emergency	- Medical Operations Coordination Cells Toolkit (HHS/ASPR) - Healthcare System Considerations for Resumption of Services During COVID-19 (HHS/ASPR) - State and Regional Primary Care Association (PCA) Cooperative Agreements (HHS/HRSA) - Key Considerations for Transferring Patients to Relief Healthcare Facilities When Responding to Community Transmission of COVID-19 in the United States (HHS/CDC) - Rural Healthcare Surge Readiness Web Portal (HHS/HRSA) - Hospital Operations Toolkit for COVID-19 (HHS/ASPR) - ASPR TRACIE Technical Assistance Request (HHS/ASPR) - Designated COVID-19 Hospitals: Case Studies and Lessons Learned (HHS/ASPR) - COVID-19 Healthcare Delivery Impacts (HHS/ASPR) - COVID-19 Medical Countermeasure Portfolio (HHS) - COVID-19 Vaccination Program Interim Operational Guidance Jurisdiction Operations (HHS/CDC) - Emergency Preparedness and Vaccine Safety (HHS/CDC)

Note: ASPR TRACIE (HHS) has developed a COVID-19 Resource Library that contains additional technical assistance resources relevant to this challenge.

Additional Guidance for Building Capacity in Healthcare Infrastructure

The following resources are available for hospital planning:

- Alternate Care Site Toolkit

- Healthcare System Considerations for Resumption of Services during COVID-19

- Rural Healthcare Surge Readiness

- Rural Crosswalk: CMS Flexibilities to Fight COVID-19

- Infection Control Assessment Tools

Additional tools and guidance are available to help build capacity in healthcare facilities and systems. 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.

Healthcare systems across the country are actively engaged in vaccine distribution. COVID-19 Medical Countermeasure Portfolio tracks COVID-19 vaccines, diagnostics, therapeutics, and other countermeasures. CDC provides Emergency Preparedness and Vaccine Safety information, with examples from past experience, such as H1N1 influenza in 2009 and 2010. For the most up to date operational plans for jurisdictions, the COVID-19 Vaccination Program Operational Guidance Jurisdiction Operations led by the CDC provides guidance from planning to administering and monitoring vaccinations.

In implementing infection prevention and control in healthcare settings, infection control assessment and response Tools for Healthcare Settings are available through the CDC. 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.

Additional resources are found below.

- State and Regional Primary Care Association (PCA) Cooperative Agreements provides training and technical assistance to health centers for continued primary care.

- Workplaces and Businesses provides guidance and strategies to help prevent workplace exposures of COVID-19.

- EPA also provides information on approved disinfectants against the virus that causes COVID-19.

Challenge 5: Long-Term Care and Other Implications of COVID-19

Post-Acute and Long-Term Care (PALTC) for At-Risk Populations: Nursing homes, rehabilitation facilities, home health, long-term care facilities, and skilled nursing facilities pose their own unique virus mitigation challenges. Residents in these facilities may be persons previously hospitalized for care for COVID-19 illness.

Homeless Populations: Homeless populations, including veterans and families, may required additional targeted assistance to provide temporary housing and shelter sites with appropriate and safe services, supplies, and adequate staffing to address and mitigate COVID-19 concerns.

Mental Health and/or Increased Substance Abuse: COVID-19 has had negative behavioral health impacts on the general population and has increased vulnerabilities for those individuals with existing mental and substance use disorders.

For a list of specific federal department and agency names, review the Acronym and Agency Glossary at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- Coronavirus Relief Fund (Treasury)

- State and Local Fiscal Recovery Fund (Treasury)**

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		PALTC for At-Risk Populations		Homeless Populations	Mental Health/Substance Abuse		Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
		Continue and expand in-home care	Strengthen community living and PALTC resiliency	Mitigate COVID-19 concerns in temporary housing/shelters	Increase mental health/substance abuse services				
Federal Emergency Management Agency (FEMA)	Public Assistance – Category B Emergency Protective Measures[3]			✔			✔	✔	

** Although guidance for the program is under development, the Roadmap was developed with the assumption that the State and Local Fiscal Recovery Fund will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

COVID-19 Healthcare Resource Roadmap

Department/ Agency	Program	PALTC for At-Risk Populations		Homeless Populations	Mental Health/Substance Abuse	Program Delivery Details		
		Continue and expand in-home care	Strengthen community living and PALTC resiliency	Mitigate COVID-19 concerns in temporary housing/shelters	Increase mental health/substance abuse services	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
U.S. Department of Agriculture (USDA)	Community Facilities Programs[2] (RD)			✓				
U.S. Department of Health and Human Services (HHS)	Community Services Block Grant (ACF)			✓				
	Runaway and Homeless Youth Program (ACF)			✓				
	National Family Caregiver Support Program (ACL)	✓				✓		
	Older Americans Act Nutrition Programs (ACL)		✓			✓		
	Poison Control Center CARES Supplemental Award (HRSA)				✓	✓		
	Provider Relief Fund Allocation for Skilled Nursing Facilities and Nursing Homes (HRSA)		✓				✓	
	FY 2021 SAMHSA COVID-19 Guidance, Grants, and Resources (SAMHSA)				✓	✓	✓	
U.S. Department of Housing and Urban Development (HUD)	Community Development Block Grant COVID-19 Programs			✓				

Department/ Agency	Program	Potential Solutions to Consider				Program Delivery Details		
		PALTC for At-Risk Populations		Homeless Populations	Mental Health/Substance Abuse	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
		Continue and expand in-home care	Strengthen community living and PALTC resiliency	Mitigate COVID-19 concerns in temporary housing/shelters	Increase mental health/substance abuse services			
	Emergency Solutions Grants Program			✓				
U.S. Department of Treasury (Treasury)	Coronavirus Relief Fund	✓	✓	✓	✓	✓		New Program
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓	✓		New Program

[1] State, Local, Tribal, and Territorial (SLTT) Organizations.

[2] Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

[3] FEMA Public Assistance (PA) is applicable to work performed on or after January 20, 2020. Information on eligible emergency protective measures can be found in the Coronavirus (COVID-19) Pandemic: FEMA Public Assistance (Interim) Policies.

Technical Assistance Resources

Potential Solutions to Consider	Technical Assistance Resources
Continue and expand in-home care	• Interim Guidance for Implementing Home Care of People Not Requiring Hospitalization for 2019 Novel Coronavirus (2019-nCoV) (HHS/CDC)
Strengthen community living and PALTC resiliency	• Nursing Homes and Long-Term Care Facilities (HHS/CDC) • Considerations for Retirement Communities and Independent Living Facilities (HHS/CDC) • CMS Targeted COVID-19 Training for Frontline Nursing Home Staff (HHS/CMS) • Toolkit on State Actions to Mitigate COVID-19 Prevalence in Nursing Homes (HHS/CMS) • Nursing Home COVID-19 Action Network (AHRQ) • Health Hazard Evaluations (HHEs) (HHS/CDC/NIOSH)
Mitigate COVID-19 concerns in temporary housing/shelters	• Interim Guidance for Homeless Service Providers to Plan and Respond to Coronavirus Disease 2019 (COVID-19) (HHS/CDC) • Interim Guidance on People Experiencing Unsheltered Homelessness (HHS/CDC) • COVID-19 Infection Control Inventory and Planning (ICIP) for Homeless Service Providers (HHS/CDC)

Potential Solutions to Consider	Technical Assistance Resources
	• COVID-19 and Homelessness Services: Training for Homeless Shelter Workers (HHS/CDC) • COVID-19 Homeless System Response: Changes to Coordinated Entry Prioritization to Support and Respond to COVID-19 (HUD) • Specific Considerations for Public Health Authorities to Limit Infection Risk Among People Experiencing Homelessness (HUD) • Investigating and Responding to COVID-19 Cases at Homeless Service Provider Sites (HHS/CDC) • Cleaning and Disinfecting Your Facility: Every Day and When Someone is Sick (HHS/CDC) • Questions to Assist CoCs and Public Health Authorities to Limit the Spread of Infectious Disease in Homeless Programs (HUD) • Infectious Disease Toolkit for Continuums of Care: Preventing & Managing the Spread of Infectious Disease for People Experiencing Homelessness (HUD) • Protecting Health and Well-Being of People in Encampments During an Infectious Disease Outbreak (HUD)
Increase mental health/substance abuse services	• Topic Collection: COVID-19 Behavioral Health Resources (HHS/ASPR) • Taking Care of Your Behavioral Health - Tips for Social Distancing, Quarantine, and Isolation During an Infectious Disease Outbreak (HHS/SAMHSA) • Coronavirus (COVID-19) (HHS/SAMHSA) • Feeling Stressed or Anxious About the COVID-19 Pandemic? (HHS/SAMHSA) • Tips for Managing Stress During the COVID-19 Pandemic Wallet Card (HHS/SAMHSA) • Screening, Brief Intervention, and Referral to Treatment (SBIRT) (HHS/SAMHSA) • Find Treatment (HHS/SAMHSA) • Suicide and Disasters (HHS/SAMHSA) • About the Disaster Technical Assistance Center (DTAC) (HHS/SAMHSA) • TAP 34: Disaster Planning Handbook for Behavioral Health Service Programs (HHS/SAMHSA) • Treatment Improvement (TIP) 26: Treating Substance Use Disorder in Older Adults (HHS/SAMHSA)

Note: ASPR TRACIE (HHS) has developed a COVID-19 Resource Library that contains additional technical assistance resources relevant to this challenge.

Additional Guidance for Long-Term Care and Other Implications of COVID-19

COVID-19 recovery may require additional long-term care and increased mental/behavioral health support for some patients, as well as measures to address increased demands on resources within an already overwhelmed public healthcare system. To decrease the burden on healthcare systems, consider the Interim Guidance for Implementing Home Care of People Not Requiring Hospitalization for Coronavirus Disease 2019 (COVID-19). The CDC also offers general Infection Control Guidance for Healthcare

Professionals about Coronavirus (COVID-19). Additional services provided by HHS include Eldercare Locator, which can help refer individuals to local legal services, rent assistance resources, etc.

Health centers provide supportive services for vulnerable populations:

- COVID-19 Information for Health Centers and Partners

- Migrant Clinicians Network and National Center for Farmworker Health

For patients requiring long-term care in community living facilities, guidance on how to reduce the spread of COVID-19 within these facilities is available below.

- Administration for Community Living COVID-19 Response

- COVID-19 Rapid Response Network for Nursing Homes

- National Nursing Home COVID-19 Action Network

- Nursing Homes and Long-Term Care Facilities

- Considerations for Preventing Spread of COVID-19 in Assisted Living Facilities

- Toolkit on State Actions to Mitigate COVID-19 Prevalence in Nursing Homes

Additional resources and guidance are available for specific at-risk populations, such individuals experiencing homelessness, that may require additional considerations for COVID-19-related medical services.

- U.S. Interagency Council on Homelessness COVID-19 Funding, Flexibilities, and Waivers and Webinar: Maximizing Funding for Non-Congregate Shelter Opportunities: California's Project Roomkey.

- COVID-19 and People Experiencing Homelessness Resources and Guidance

- SAMHSA Advisory "Behavioral Health Services for People Who Are Homeless"

For information on housing needs of homeless populations during the COVID-19 pandemic, see the COVID-19 Housing Resource Roadmap on the FEMA COVID-19 Resource Roadmaps webpage.

The Substance Abuse and Mental Health Services Administration (SAMHSA) offers numerous funding and technical assistance resources to address mental illness and addiction. For more information on current resources, see:

- With Pandemic Worsening the Mental Illness and Addiction Crisis, Biden Administration to Provide Nearly $2.5 Billion to States, Territories for Treatment, Prevention Aid

- FY 2021 SAMHSA COVID-19 Funded Grants

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:

- Topic Collection: 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
- Disaster Distress Helpline (24/7 number, through SAMHSA)
- SAMHSA Coronavirus (COVID-19) information

In addition, FEMA, in coordination with SAMHSA, has provided supplemental funding to state, tribe, and territory mental health agencies so that they may provide crisis counseling services to individuals and families that have been impacted by the COVID-19 pandemic. The Crisis Counseling Program strives to:

1. Reach large numbers of people affected by disasters through face-to-face outreach to shelters, homes, and other locations;
2. Assess the emotional needs of survivors and make referrals to traditional behavioral health services when necessary;
3. Identify needs and link survivors to community resources and disaster relief services;
4. Provide emotional support, education, basic crisis counseling, and connection to familial and community support systems; and
5. Train and educate Crisis Counseling Program staff and other community partners about disasters.

For more information, please view the Fact Sheet: Crisis Counseling Assistance & Training Program and Crisis Counseling Assistance and Training Program (CCP) Toolkit.

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
- Reducing Risks Associated with Long Work Hours
- Emergency Responder Health Monitoring and Surveillance (ERHMS)

Challenge 6: Vaccine Distribution and Administration

Ongoing vaccine distribution operations continue to require advanced planning and collaboration across all levels of healthcare and government. Some of these costs may possibly be offset by personal insurance coverage, while additional resources are detailed below.

For a list of specific federal department and agency names, review the Acronym and Agency Glossary at the end of the document.

The following universal funding resources are broadly applicable to the solutions presented for this topic area:

- Coronavirus Relief Fund (Treasury)
- COVID-19 Public Health Crisis Response (HHS/CDC)
- COVID-19 Vaccination Program Interim Operational Guidance Jurisdiction Operations (HHS/CDC)
- Immunization Cooperative Agreement (HHS/CDC)
- Public Health Emergency Preparedness (PHEP) Cooperative Agreement (HHS/CDC)
- State and Local Fiscal Recovery Fund (Treasury)[††]

Solution-specific funding resources are detailed in the table below.

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Transportation of the vaccine	Expansion / modification of storage space for proper vaccine storage	Labor costs for administering immunization	Personal Protective Equipment (PPE) and other supplies for administering immunization	Temporary facilities for immunization (such as Community-Based Testing Sites)	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
U.S. Department of Agriculture (USDA)	Community Facilities Direct Loan & Grant Program[3] (RD)	✔	✔			✔	✔	✔	

[††] Although guidance for the program is under development, the Roadmap was developed with the assumption that the funding provided will have similar flexibilities provided under the Coronavirus Relief Fund. Visit the Treasury website for the latest information on specific eligible activities and program requirements.

COVID-19 Healthcare Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Transportation of the vaccine	Expansion / modification of storage space for proper vaccine storage	Labor costs for administering immunization	Personal Protective Equipment (PPE) and other supplies for administering immunization	Temporary facilities for immunization (such as Community-Based Testing Sites)	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
	Rural Economic Development Loan & Grant Program[3] (RD)					✓	✓	✓	
Federal Emergency Management Agency (FEMA)	Emergency Management Performance Grant Program – COVID-19 Supplemental (EMPG-S)[2]	✓	✓	✓	✓	✓	✓		
	Public Assistance – Category B Emergency Protective Measures[2]	✓	✓	✓	✓	✓	✓	✓	✓
U.S. Department of Health and Human Services (HHS)	Indian Health Service	✓	✓	✓	✓	✓	✓		
	COVID-19 Public Health Crisis Response COVID-19 Funding (CDC)	✓	✓	✓	✓	✓	✓		
	Immunization Cooperative Agreement (CDC)	✓	✓	✓	✓	✓	✓		
	Public Health Emergency Preparedness (PHEP) Cooperative Agreement (CDC)	✓	✓	✓	✓	✓	✓		

COVID-19 Healthcare Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Transportation of the vaccine	Expansion / modification of storage space for proper vaccine storage	Labor costs for administering immunization	Personal Protective Equipment (PPE) and other supplies for administering immunization	Temporary facilities for immunization (such as Community-Based Testing Sites)	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
	Supporting Tribal Public Health Capacity in Coronavirus Preparedness and Response (CDC)	✓	✓	✓	✓	✓	✓		
	Tribal Public Health Capacity Building and Quality Improvement (CDC)	✓	✓	✓	✓	✓	✓		
	Federal Retail Pharmacy Program (CDC/OWS)							✓	
	Medicare Vaccines and Immunizations (CMS)			✓				✓	
	Suspension of Medicare Sequestration (CMS)			✓				✓	
	COVID-19 Claims Reimbursement to Health Care Providers for Testing, Treatment, and Vaccine Administration for the Uninsured (HRSA)			✓	✓			✓	
	HRSA Health Center Program (HRSA)	✓	✓	✓	✓	✓		✓	

COVID-19 Healthcare Resource Roadmap

Department/ Agency	Program	Potential Solutions to Consider					Program Delivery Details		
		Transportation of the vaccine	Expansion / modification of storage space for proper vaccine storage	Labor costs for administering immunization	Personal Protective Equipment (PPE) and other supplies for administering immunization	Temporary facilities for immunization (such as Community-Based Testing Sites)	Funds to SLTT[1]	Direct Assistance to Healthcare Providers	Statutory / Regulatory Flexibility Provided
	Provider Relief Fund (HRSA)	✓	✓	✓	✓	✓		✓	
U.S. Department of Housing and Urband Development (HUD)	Community Development Block Grant		✓	✓	✓	✓	✓		
	Indian Community Development Block Grants		✓	✓	✓	✓	✓		
U.S. Department of Treasury (Treasury)	Coronavirus Relief Fund	✓	✓	✓	✓	✓	✓		New Program
	State and Local Fiscal Recovery Fund	✓	✓	✓	✓	✓	✓		New Program

[1] State, Local, Tribal, and Territorial (SLTT) Organizations.

[2] Costs incurred by SLTT governments in delivering and executing vaccinations may be eligible for FEMA FY 2020 EMPG-S funding in accordance with the eligibility criteria of each program. FEMA Public Assistance (PA) is applicable to work performed on or after January 20, 2020. Through September 20, 2021, FEMA is funding the entire cost of the emergency protective measures made eligible in the Coronavirus (COVID-19) Pandemic: Medical Care Eligible for Public Assistance (Interim) (Version 2) FEMA Policy and/or Coronavirus (COVID-19) Pandemic: Work Eligible for Public Assistance (Interim).

[3] Items that may provide assistance but are not funded by COVID-19 supplemental appropriations.

Technical Assistance Resources

Potential Solutions to Consider	Technical Assistance Resources
Transportation of the vaccine	• Planning Activities (HHS/CDC)
Expansion/modification of storage space for proper vaccine storage	• Vaccine Storage and Handling Resources (HHS/CDC)
Labor costs for administering immunization	• Vaccine Administration (HHS/CDC) • Emergency Medical Services (EMS) Personnel Support for Population Testing, Screening, and Vaccination (DOT/NHTSA)
Personal Protective Equipment (PPE) and other supplies for administering immunization	• Guidance for Planning Vaccination Clinics Held at Satellite, Temporary, or Off-Site Locations (HHS/CDC)
Temporary facilities for immunization (such as Community-Based Testing Sites)	• Alternate Care Site Toolkit (HHS) • Guidance for Planning Vaccination Clinics Held at Satellite, Temporary, or Off-Site Locations (HHS/CDC)

Note: ASPR TRACIE (HHS) has developed a COVID-19 Resource Library that contains additional technical assistance resources relevant to this challenge.

Additional Guidance for Vaccine Administration

Vaccine distribution requires interested parties and administrators 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 Program Interim Operational Guidance Jurisdiction Operations, led by the CDC, provides guidance for all stages, from planning to administering and monitoring vaccinations. For more details on the federal strategy, see the National Strategy for the COVID-19 Response and Pandemic Preparedness. CDC also provides Emergency Preparedness and Vaccine Safety information, with examples from past experience with H1N1 influenza in 2009 and 2010.

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 and guidance on Vaccine Administration. Emergency Medical Services (EMS) Personnel Support for Population Testing, Screening, and Vaccination can be used to assist in vaccine administration as well. In planning administration sites. Guidance for Planning Vaccination Clinics Held at Satellite, Temporary, or Off-Site Locations is also provided by the CDC.

Administering vaccines may mean exposing healthcare workers to bloodborne pathogens from needlesticks or other sharps-related injuries. For information on preventing these types of injuries, see the CDC's Stop Sticks Campaign.

Planning continues for the implementation of the immunization effort now that vaccines have been approved and distributed. Requirements associated with delivery may differ by vaccine. Considerations include 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, vaccines have been 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 new funding, when reasonable and necessary, when not covered by another source of supplies or funding, and in accordance with eligibility criteria.

For additional information, see:

- [Title 32 National Guard Support for COVID-19 Vaccination Efforts](#) (FEMA)

- [Coronavirus (COVID-19) Pandemic: Medical Care Eligible for Public Assistance (Interim) (Version 2)](#) (FEMA)

Additional Resources

The Centers for Disease Control and Prevention provides facts about Coronavirus (COVID-19) on staying safe and protecting others in your home and community. The following provide information and technical assistance specifically for tribal nations:

- Indian Health Service: Coronavirus (COVID-19)

- National Council of Urban Indian Health

- National Indian Health Board: COVID-19 Tribal Resource Center

- COVID-19 Resources for Tribes

COVID-19-specific information from selected additional federal agencies can be found at:

- COVID-19 Resources (HHS/ASPR)

- ASPR's Response to COVID-19 (HHS/ASPR)

- Coronavirus Disease 2019 (COVID-19) Treatment Guidelines (NIH)

- What to Know About COVID-19 (NETEC)

- HHS ASPR Clinical Rounds (HHS/ASPR, Project ECHO)

General information and resources for the healthcare industry can be found at:

- Healthcare Workers: Information on COVID-19

- Managing Healthcare Operations During COVID-19

- National Emerging Special Pathogens Training and Education Center

- COVID-19 Resources for EMS

- Contact Tracing Resources for Health Departments

- Healthcare Infection Control Practices Advisory Committee (HICPAC)

- Infection Control Assessment Tools

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 (CMS) has numerous resources available for Medicare and Medicaid providers. These resources include:

- Rural Crosswalk: CMS Flexibilities to Fight COVID-19

- New & Expanded Flexibilities for RHCs & FQHCs During the COVID-19 PHE

- Current Emergencies

- COVID-19 Resources on Vulnerable Populations

- COVID-19 Frequently Asked Questions (FAQs) on Medicare Fee-for-Service (FFS) Billing

- [Medicare Administrative Contractor (MAC) COVID-19 Test Pricing](#)

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

Acronym and Agency Glossary

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