



2026 NWHRN Healthcare System Hazard Vulnerability Assessment

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EXECUTIVE OVERVIEW

Introduction/Purpose

The Northwest Healthcare Response Network (NWHRN) conducts an annual Hazard Vulnerability Assessment (HVA) to align coalition activities to the most impactful hazards faced by NWHRN healthcare partners. NWHRN integrates the data and results gathered during the HVA process into its ongoing and future preparedness, response, and recovery initiatives to mitigate future impacts and strengthen overall capabilities.

Data Collection

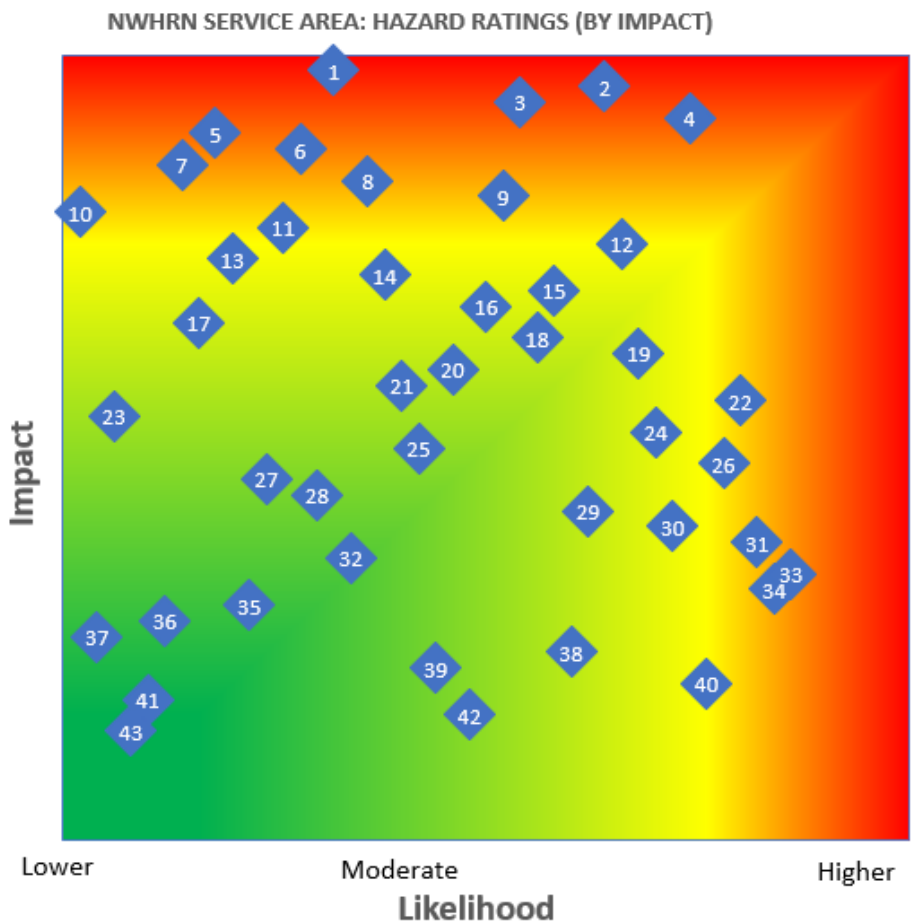
The HVA is built on the data collected from NWHRN healthcare partners. NWHRN begins the HVA process by distributing a survey to healthcare partners, requesting data regarding activations and received alerts for specific hazards. The data collected provides a platform for assessing future risk given the current hazard and risk environment. This alert and activation data is then documented and analyzed before being presented to NWHRN healthcare partners.

Following the alert/activation analysis, each hazard and its associated data are presented to NWHRN partners in each healthcare region. Taking into consideration their local vulnerabilities to each hazard, partners review each hazard individually before rating both the impact and likelihood of each hazard. Upon completion of all polling events, the likelihood and impact data is analyzed to determine which hazards pose the greatest impact to NWHRN healthcare partners, both regionally and across the NWHRN service area.

Overview of Results

The graphic below depicts the averaged impact and likelihood ratings for all hazards across the NWHRN service area. The percentage of votes cast as “high” for the impact of each hazard was calculated for each region, then averaged across the overall service area. The hazard impact list ranks the hazard impact, and each hazard is plotted on the corresponding heat map. Data specific to each healthcare region, as well as a larger version of the graphic below, can be found in subsequent sections of this report.

1	Severe Weather
2	Loss of Commercial or Primary Power - Brief
3	Extreme Heat
4	Building / Campus Lockdown
5	Wildfire - Indirect Impact
6	Contamination of Outside Air
7	Loss of Internet / Network System(s)
8	Surge - Medical Event
9	Infectious Disease Outbreak
10	Flooding - External
11	Earthquake - Minor Damage
12	Cyber Attack
13	Influenza Pandemic
14	Supply Chain Shortage / Disruption (Patient Care)
15	Transportation Disruption / Failure
16	Earthquake - Major Damage
17	Wildfire - Direct Impact
18	Supply Shortage / Chain Interruption (Pharm)
19	Loss of Telephone System(s)
20	Surge - Traumatic Event
21	Flooding Internal / Water Intrusion
22	Social Unrest
23	Surge - Other
24	Hazardous Materials (Internal Event)
25	Loss of Commercial or Primary Power - Extended
26	Supply Shortage / Chain Interruption (Staffing)
27	Mass Casualty Incident - Direct Attack
28	Hazardous Materials (External Event)
29	Fire System Failure
30	Decontamination
31	Work Stoppage / Strike
32	Mass Casualty Incident - Complex Event
33	Loss of Sewer / Waste System(s)
34	Supply Shortage / Chain Interruption (Nutrition)
35	Loss of Cooling
36	Loss of Facility Water Supply (Potable)
37	Loss of Generator Power
38	High Pathogenic Avian Influenza Outbreak
39	Loss of Facility Water Supply (Non-Potable)
40	Loss of Heating
41	Loss of Medical Gas / Vacuum System(s)
42	Loss of Natural Gas / Propane
43	Supply Shortage / Chain Interruption (Utility & Mort)



PROJECT OVERVIEW

The purpose of the HVA is to provide an accurate representation and portrayal of hazards that could have the greatest impact on healthcare across the NWHRN service area. NWHRN leads a coalition of healthcare organizations, local health jurisdictions, and emergency management partners to ensure the healthcare community across the NWHRN service area can best prepare for, respond to, and recover from impactful and likely incidents.

NWHRN leads multi-agency and cross jurisdictional initiatives to prepare partners through collaborative planning, information sharing, engagement, training, exercises, and advocacy. NWHRN collaborates with all partners to accurately assess and understand their hazards and ensure preparedness and response activities align with identified vulnerabilities.

METHODS

A modified version of the Delphi Technique is used for assessing hazard impact and likelihood for the NWHRN HVA. This technique is utilized given its success in previous NWHRN HVA projects and approval by NWHRN partners. A further explanation of this technique is described later in this report.

NWHRN conducted virtual HVA polling events across all healthcare regions upon the completion of the alert/activation data analysis. Recognizing that geographical differences may lead to varying likelihood and impact results, these virtual events allowed for more accurate polling data to be captured in each region and allowed for direct partner interaction and feedback.

During the live HVA polling events, participants were informed of the changes made since the previous HVA was administered. Each hazard was then presented to participants individually. Participants were asked to rate both the likelihood of the hazard occurring, and the impact of the hazard to their local organization and community. Participants were told to consider any/all local vulnerabilities to each hazard when submitting their ratings.

Participants rated the impact of the hazard using a three-point Likert-type scale (low, moderate, or high). NWHRN provided the following definitions to help guide participants:

- Low – Causes minimal disruption and can be managed at the daily operational level
- Moderate – Cannot be managed through normal operational means (e.g., activation of incident command structure and/or emergency operations plan) but does not threaten the ability of the healthcare system to continue providing essential services
- High – Cause significant disruption and threatens the ability of the healthcare system to continue to provide essential services

NWHRN had participants utilize the categories below when rating the likelihood of each hazard. These categories are broken into components and utilize data gathered in partner alert/activation surveys. Participants were instructed to consider local vulnerabilities for each hazard as part of the rating process. Graphics showing hazard ratings by healthcare region are available at the end of this report.

- Low
 - *Chance*: Could occur at some time.
 - *Frequency*: 0-3 activations per year (average) over the last 5 years.
- Moderate
 - *Chance*: Might occur at some time.
 - *Frequency*: 4-7 activations per year (average) over the last 5 years.
- High
 - *Chance*: Will likely occur at some time.
 - *Frequency*: 8+ activations per year (average) over the last 5 years.

REVIEW AND VALIDATION

The modified Delphi Technique utilized by NWHRN offers a structured and collaborative method to assess risk, making it a compelling tool in situations that demand thorough and well-rounded evaluation. Its primary strength lies in its ability to harness the collective knowledge and expertise of a diverse group of professionals while mitigating the common pitfalls of groupthink, dominant personalities, or interpersonal bias. By enabling experts to contribute their insights anonymously and iteratively, the technique fosters open, unbiased discussion and allows for the progressive refinement of ideas. This approach is especially effective in addressing complex or uncertain risks, where diverse viewpoints and a structured consensus-building process are critical.

A significant advantage of the Delphi Technique is its capacity to provide organizations like NWHRN with a broad and nuanced understanding of risks, even in situations where data may be incomplete or future scenarios are difficult to predict. The iterative nature of the process ensures that expert opinions are carefully examined, reconsidered, and refined over multiple rounds, enhancing the quality and reliability of the final assessment. Additionally, the anonymity of participants minimizes external pressures or conflicts that could distort individual contributions, ensuring that the focus remains on the substance of the ideas rather than the status of the contributors.

However, forecasting future threats can be challenging. Forecasting generally is based, at least partially, on the assumption that the future will reflect the past. But that is not always true, as there are new threats that emerge over time. The challenge for Emergency Managers and leaders is to be aware of, but not limited by, the threats of the past while preparing for the threats of the future.

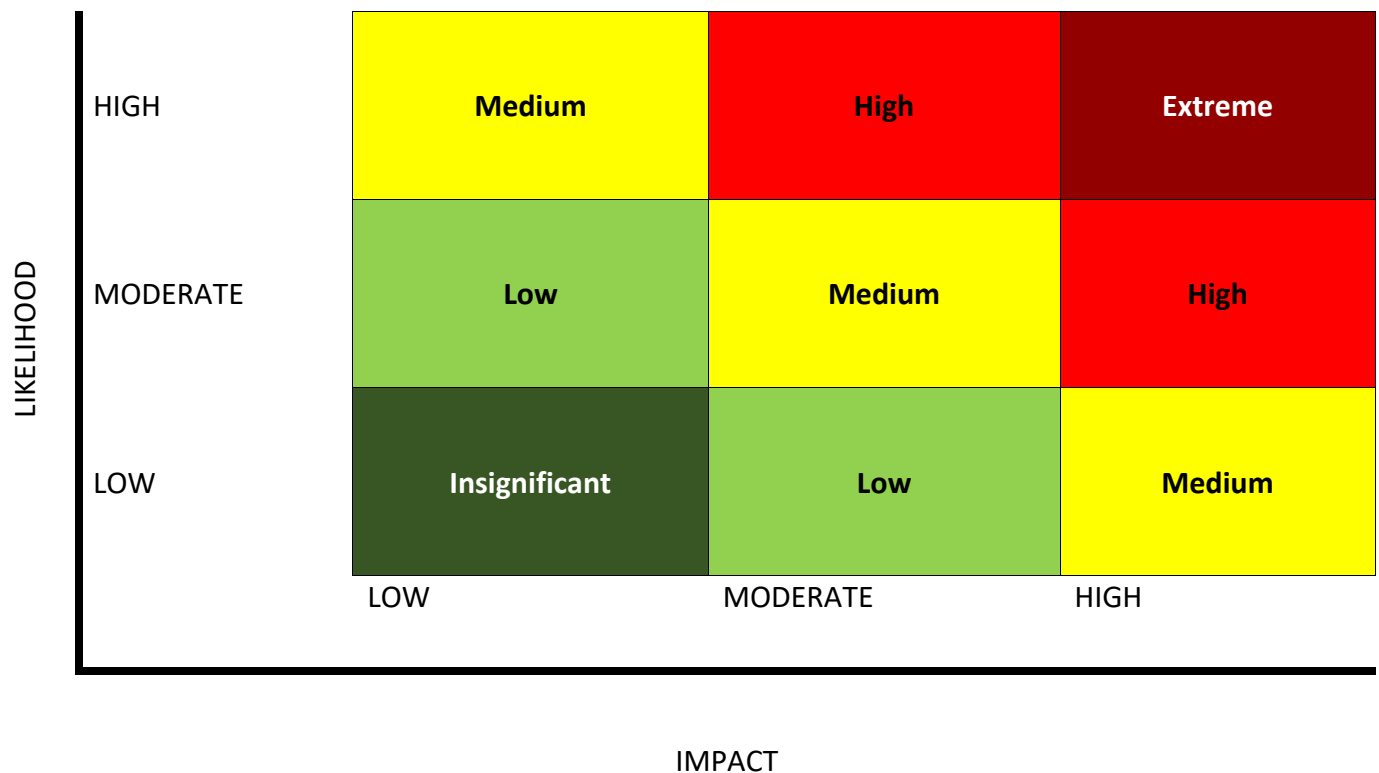
The Delphi Technique is best suited for scenarios where the risks are complex, multifaceted, and uncertain; as well as situations that require thorough deliberation and informed decision-making. The Delphi Technique is particularly valuable when an organization needs to draw on expertise from multiple fields, integrate diverse perspectives, and systematically prioritize potential risks. Its structured, methodical approach ensures that the outcomes are comprehensive, reliable, and actionable.

The Delphi Technique employed by NWHRN offers valuable insights for predicting risks, which ultimately empowers decision-makers with a deeper understanding of potential risks and mitigation opportunities. Coupling the Delphi technique with other tools, such as poignant hazard definitions that are specific to healthcare, statistical modeling, and/or scenario planning, may help address limitations and provide a more balanced view of risk identification and stratification. For organizations like NWHRN that aim to navigate uncertainty and make informed, strategic decisions, the Delphi Technique remains a powerful tool for risk assessment and planning.

RISK MATRIX

The risk matrix below provides a summary of the stratified hazard risk levels for NWHRN regions. Hazards considered high in both likelihood and impact are rated as 'extreme,' and those with low likelihood and impact are rated as 'insignificant'.

Figure 1: Hazard Risk Matrix



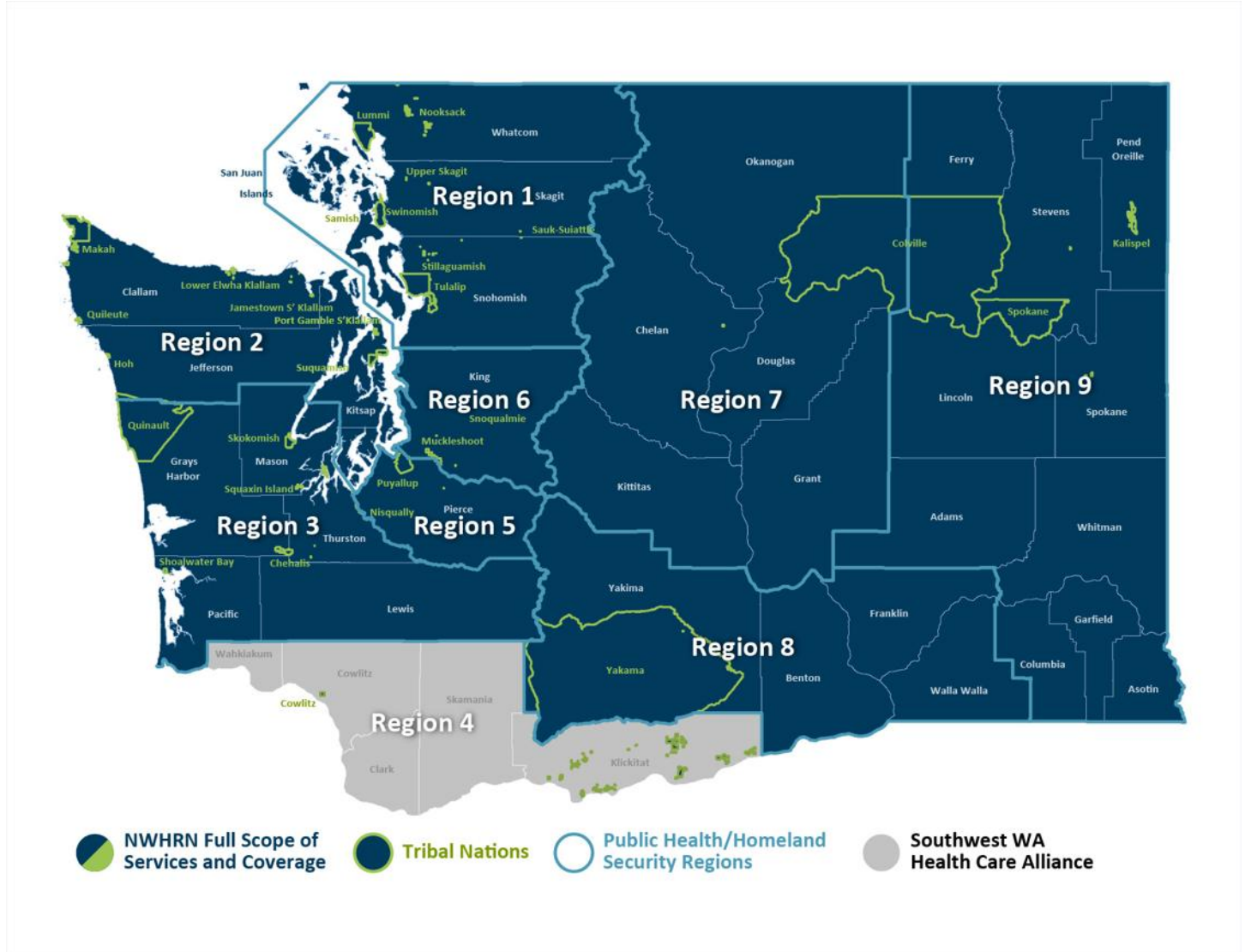
HAZARD DEFINITIONS

Hazard	Definition
Building/Campus Lockdown	The need to partially or completely lock down a building(s) and/or campus due to an external threat, or to control access.
Contamination of Outside Air	Air quality outside of the facility is degraded and presents possible impacts and/or dangers (i.e. smoke, chemicals, etc.).
Cyber Threat/Attack	A human-caused technological threat and/or attack caused accidentally or deliberately. Cyber Threats/Attacks include disruptions to information technology, communications systems, and/or critical infrastructure.
Decontamination	Patients needing removal of and/or neutralization of contaminants that have accumulated on their persons and/or medical equipment.
Earthquake: Minor Damage	Modified Mercalli Intensity (MMI) I-VII ranging from not felt to minor structural damage (6 or below on Richter magnitude scale).
Earthquake: Major Damage	Modified Mercalli Intensity (MMI) VIII-X+ ranging from destructive to catastrophic (above 6 on Richter magnitude scale).
Extreme Heat	Temperatures substantially hotter and/or more humid than average and posing a high or very high risk for much of the population, especially those who are heat sensitive and those without effective cooling and/or adequate hydration.
Fire System Failure	Fire detection, extinguishing and/or alarm system failures.
Flooding - External	An overflow of water onto normally dry land. The inundation of a normally dry area caused by rising water in an existing waterway and/or ponding of water. May last days to weeks.
Flooding – Internal (Water Intrusion)	The unintentional entry of water and/or water vapor into a structure, causing damage to the structure and/or materials of the structure.
Hazardous Materials - Internal	Internal Hazardous Materials incidents include the unwanted, unplanned, and/or deliberate release or escape of substances within the facility footprint that may cause or create a potential risk to healthcare, safety, and/or the environment.
Hazardous Materials - External	External Hazardous Materials incidents include the unwanted, unplanned, and/or deliberate release or escape of substances in the community that may cause or create a potential risk to healthcare, safety, and/or the environment.
Infectious Disease Outbreak	An outbreak that can be characterized by the extent of the spread of a disease. Includes pandemics.
Influenza Pandemic	A global epidemic caused by a new influenza virus to which there is little or no pre-existing immunity in the human population. Influenza pandemics are impossible to predict; and they may be mild or cause severe disease or death. Severe disease may occur in certain risk groups, which may correspond to those at risk of severe disease due to seasonal influenza.

High Pathogenic Avian Influenza Outbreak	Avian influenza subtype A (HxNy) normally spreads in birds but can also infect humans. Human infections are primarily acquired through direct contact with infected poultry or contaminated environments. Has the potential to mutate to become more contagious.
Loss of Cooling	Loss of cooling system to a significant portion of a building or entirely for up to 24 hours.
Loss of Commercial or Primary Power - Brief	Loss of commercial power feed for less than 24 hours.
Loss of Commercial or Primary Power - Extended	Loss of commercial power feed for greater than 72 hours.
Loss of Facility Water Supply (Potable)	Loss of potable water feed for facility purposes (dialysis, sterilization, boiler system, cooling towers, etc.) for greater than 12 hours.
Loss of Facility Water Supply (Non-Potable)	Loss of non-potable water feed for facility and patient uses (boiler system, cooling towers, fire suppression, etc.) for greater than 12 hours.
Loss of Generator Power	Loss of generator power abilities, at any level. (i.e. generator failure, electrical system failure, etc.) both when primary power is available and unavailable.
Loss of Heating	Loss of heating system to a significant portion of a building or entirely for up to 24 hours.
Loss of Internet / Network System(s)	Loss of Internet or Network system(s) to a significant portion of a building or entirely for >6hrs.
Loss of Medical Gas / Vacuum System(s)	Loss of medical Oxygen, Air, and/or Vacuum system(s) to a significant portion of a building or entirely.
Loss of Natural Gas / Propane	Loss of commercial natural gas or propane feed for greater than 24 hours.
Loss of Sewer / Waste System(s)	Loss of Sewer / Waste system to a significant portion of a building or entirely.
Loss of Telephone System	Loss of telephone system to a significant portion of a building or entirely for >6hrs.
Mass Casualty Incident- Direct Attack	Direct attack on a healthcare entity. Often a short duration incident (includes Active Shooter events).
Mass Casualty Incident- Complex Event	Coordinated attack on multiple healthcare entities in the community. May include the targeting of critical infrastructure. Highly dynamic and variable in duration.
Severe Weather	An atmospheric disturbance featuring sustained strong winds (40+ mph) and/or significant precipitation (rain or snow).
Social Unrest	Includes civil disorders, acts of mass civil disobedience. Acts by groups of people that are intended to disrupt a community or organization, and differ in legality, tactics, and violence.
Supply Shortage / Supply Chain Interruption – Food and Nutrition Supplies	Supply shortage / Supply Chain Interruption of critical food and nutrition supplies for patients/residents and/or staff (includes drinking water).

Supply Shortage / Supply Chain Interruption – Patient/Resident Care Supplies	Supply shortage / Supply Chain Interruption of critical Patient/Resident care supplies (i.e. blood products, standard care products, etc.).
Supply Shortage / Supply Chain Interruption – Pharmaceutical Supplies	Supply shortage / Supply Chain Interruption of critical pharmaceutical supplies (i.e. emergency pharmaceuticals, standard care products, etc.).
Supply Shortage / Supply Chain Interruption – Staff Supplies	Supply shortage / Supply Chain interruption of critical staff supplies (i.e. gloves, masks, gowns, etc.).
Supply Shortage / Supply Chain Interruption – Utility and Mortuary Supplies	Supply shortage / Supply Chain interruption of critical utility and/or mortuary supplies (i.e. filters, cleaning supplies, etc.).
Surge – Medical Event	Surge of patients/residents from a medical event (i.e. Pandemic, Flu, Nora Virus, RSV, etc.), not related to day-to-day surge and capacity strain.
Surge – Traumatic Event	Surge of patients / residents from trauma in nature event (i.e. vehicle crash, shootings, construction accident, etc.).
Surge - Other	Surge of patients / residents from an “other” type event (ex: facility evacuation, community-wide power outage, significant weather event, etc.).
Transportation Disruption / Failure	Any significant delay, interruption, and/or stoppage in the flow or access of resources (via aviation, road, rail, pipeline and/or marine).
Wildfire: Direct Impact	An uncontrolled fire in an area of combustible vegetation that directly threatens a healthcare facility(s).
Wildfire: Indirect Impact	An uncontrolled fire in an area of combustible vegetation that is impacting a community at large.
Work Stoppage/Strike	A concerted cessation of work by a group of or all employees.

NWHRN SERVICE AREA MAP WITH OUTLINED REGIONS



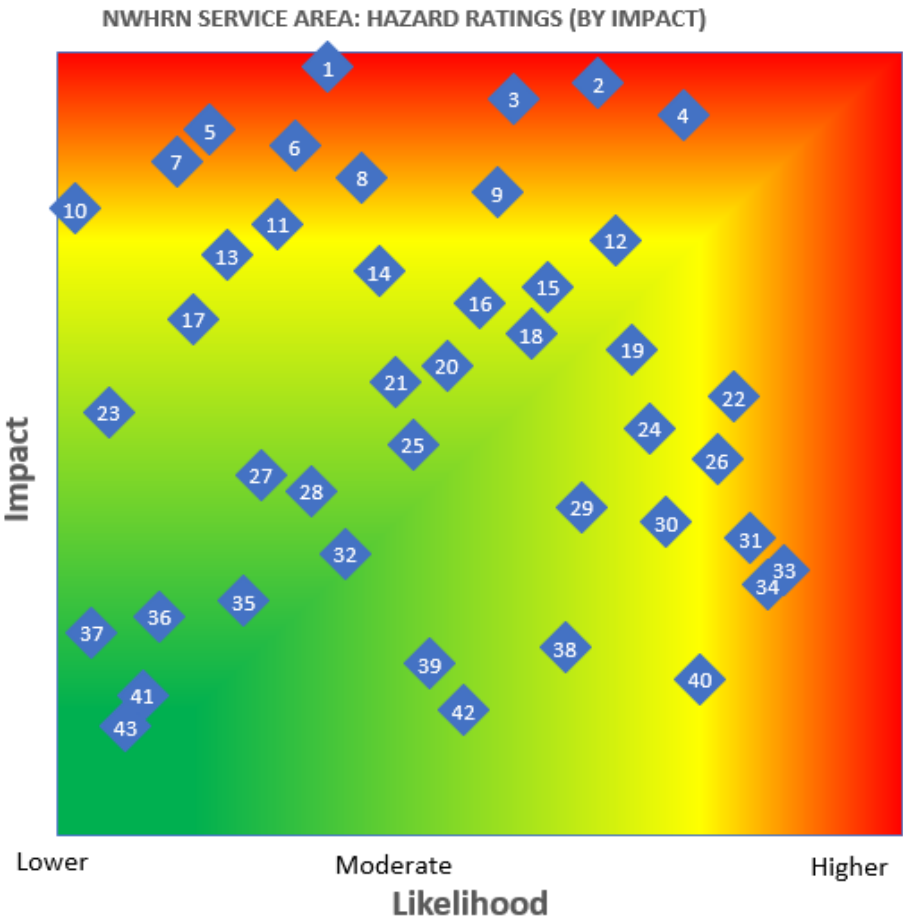
NWHRN SERVICE AREA RESULTS & ANALYSIS

The HVA showcases hazards that could significantly disrupt and impact operations and necessitate emergency response planning to address risk mitigation. However, damage to the built environment can limit or halt services provided by critical and essential institutions, including health and medical systems. Even in the absence of physical damage, the health and medical system could be strained due to trauma and/or non-trauma patient surge. The impact on healthcare can be both direct and/or indirect.

The hazards of most concern and impact ultimately vary across the NWHRN service area and are specific to the region and local healthcare community. The graphics in the following section of this report break down hazards for each healthcare region, and offer an opportunity to understand the unique, local challenges each must consider to be the most impactful to their community.

The graphic below depicts the average impact and likelihood ratings for all hazards across the NWHRN service area. All hazards were first rated by each district/catchment area individually. The percentage of votes cast as “high” for the impact of each hazard in each district/catchment area was then calculated. This percentage was then averaged across all districts/catchment areas, resulting in the hazard impact list to the left of the graphic, and whose data points are plotted on the heat map below.

1	Severe Weather
2	Loss of Commercial or Primary Power - Brief
3	Extreme Heat
4	Building / Campus Lockdown
5	Wildfire - Indirect Impact
6	Contamination of Outside Air
7	Loss of Internet / Network System(s)
8	Surge - Medical Event
9	Infectious Disease Outbreak
10	Flooding - External
11	Earthquake - Minor Damage
12	Cyber Attack
13	Influenza Pandemic
14	Supply Chain Shortage / Disruption (Patient Care)
15	Transportation Disruption / Failure
16	Earthquake - Major Damage
17	Wildfire - Direct Impact
18	Supply Shortage / Chain Interruption (Pharm)
19	Loss of Telephone System(s)
20	Surge - Traumatic Event
21	Flooding Internal / Water Intrusion
22	Social Unrest
23	Surge - Other
24	Hazardous Materials (Internal Event)
25	Loss of Commercial or Primary Power - Extended
26	Supply Shortage / Chain Interruption (Staffing)
27	Mass Casualty Incident - Direct Attack
28	Hazardous Materials (External Event)
29	Fire System Failure
30	Decontamination
31	Work Stoppage / Strike
32	Mass Casualty Incident - Complex Event
33	Loss of Sewer / Waste System(s)
34	Supply Shortage / Chain Interruption (Nutrition)
35	Loss of Cooling
36	Loss of Facility Water Supply (Potable)
37	Loss of Generator Power
38	High Pathogenic Avian Influenza Outbreak
39	Loss of Facility Water Supply (Non-Potable)
40	Loss of Heating
41	Loss of Medical Gas / Vacuum System(s)
42	Loss of Natural Gas / Propane
43	Supply Shortage / Chain Interruption (Utility & Mort)



CONCLUSIONS AND FUTURE WORK

The HVA results help guide and prioritize planning and response efforts across the NWHRN service area and for NWHRN itself. All HVA hazards are reviewed by NWHRN and partners on a yearly basis, giving an opportunity to assess hazards and ensure the NWHRN HVA final report accurately depicts the hazards faced by healthcare. The HVA process will continue to be refined and updated based on participant feedback, internal review, and external consultation (as necessary).

REGION 1: ISLAND, SAN JUAN, SKAGIT, SNOHOMISH and WHATCOM COUNTIES

MATRIX DESIGNATION	HAZARD
Extreme	
High	• Surge- Medical Event
Medium	• Severe Weather • Flooding- Extreme • Transportation Disruption/ Failure • Infectious Disease Outbreak • Earthquake- Major Damage • MCI- Direct • MCI- Complex • Loss of Generator Power • Loss of Medical Gas/ Vacuum Systems • Work Stoppage/ Strike • Loss of Non-Potable Water • Fire Systems Failure
Low	• Loss of Power- Brief • Extreme Heat • Flooding- Internal (Water Intrusion) • Building/ Campus Lockdown • Hazardous Materials- External Event • Surge- Traumatic Event • Surge- Other • Influenza Pandemic • Loss of Power- Extended • Loss of Heating • Loss of Portable Water • Loss of Sewer/Waste Systems • Loss of Telephone Systems • Loss of Internet/ Network • Cyber Threat/ Attack • Supply Chain- Patient Supplies • Supply Chain- Pharm • Supply Chain-Nutrition • Supply Chain- Staff Supplies • Social Unrest
Insignificant	• Wildfire- Direct Impact • Wildfire- Indirect Impact • Earthquake- Minor Damage • Decontamination • Hazardous Materials- Internal Event • Contamination of Outside Air • High Pathogenic Avian Influenza Outbreak • Loss of Cooling • Loss of Natural Gas/ Propane • Supply Chain- Utility/Mortuary

Region 1 Results Analysis

LIKELIHOOD	HIGH	Medium	High	Extreme
		Low - Loss of Power- Brief	Medium - Severe Weather - Flooding- External - Transportation Disruption/ Failure - Infectious Disease Outbreak	High - Surge- Medical Event
	MODERATE			
	LOW	Insignificant - Wildfire- Direct Impact - Wildfire- Indirect Impact - Earthquake- Minor Damage - Decontamination - Hazardous Materials- Internal Event - Contamination of Outside Air - High Pathogenic Avian Influenza Outbreak - Loss of Cooling - Loss of Natural Gas/ Propane - Supply Chain- Utility/ Mortuary	Low - Extreme Heat - Flooding- Internal (Water Intrusion) - Building/ Campus Lockdown - Hazardous Materials- External Event - Surge- Traumatic Event - Surge- Other - Influenza Pandemic - Loss of Power- Extended - Loss of Heating - Loss of Potable Water - Loss of Sewer/ Waste System - Loss of Telephone Systems - Loss of Internet/ Network - Cyber Threat/ Attack - Supply Chain- Patient Supplies - Supply Chain- Pharm - Supply Chain- Nutrition - Supply Chain- Staff Supplies - Social Unrest	Medium - Earthquake – Major Damage - MCI- Direct - MCI- Complex - Loss of Generator Power - Loss of Medical Gas/ Vacuum - Work Stoppage/ Strike - Loss of Non-Potable Water - Fire System Failure
		LOW	MODERATE	HIGH
IMPACT				

Region 1 Discussion: There seems to be a slight shift from Medium to Low, as compared with last year's data. Two notable changes include Wildfire- Indirect shifting from High to Insignificant and Surge- Medical Event shifting to High from Low. There are also several shifting positions within the Medium category: Contamination of Outside Air and Supply Chain – Patient Supplies moving from the Medium Category to Insignificant and Low respectively; Severe Weather elevated from Low to Medium; Flooding External elevated from Insignificant to Medium; Transportation/Disruption/Failure shifted from Low to Medium: and Infectious Disease Outbreak shifted from Low to Medium. The two new threats, High Pathogenic Avian Influenza Outbreak and Influenza Pandemic ranked as Insignificant and Low respectively.

REGION 2: CLALLAM, KITSAP, and JEFFERSON COUNTIES

MATRIX DESIGNATION	HAZARD
Extreme	
High	
Medium	• Severe Weather • Wildfire- Indirect Impact • Earthquake-Major • Mass Casualty Incident-Direct Attack • Mass Casualty Incident-Complex Attack • Cyber Threat Attack • Loss of Medical Gas
Low	• Extreme Heat • Flooding-External • Flooding-Internal • Wildfire-Direct Impact • Earthquake-Minor • Building/Campus Lockdown • Transportation Disruption • Decontamination • Haz Mat-Internal • Haz Mat-External • Contamination of Outside Air • Surge-Traumatic • Surge-Other • Infectious Disease Outbreak • Loss of Commercial Power-Extended • Loss of Generator Power • Loss of Heating • Loss of Cooling • Loss of Potable Water • Loss of Sewer/Waste • Loss of Internet • Supply Chain-Patient Supplies • Supply Chain-Pharm • Supply Chain-Nutrition • Supply Chain-Staff Supplies • Supply Chain-Utility/Mort • Work Stoppage/Strike • Loss of Non-Potable Water • Fire System Failure
Insignificant	

Region 2 Results Analysis

LIKELIHOOD	HIGH	Medium	High	Extreme
	MODERATE	Low - Extreme Heat	Medium -Severe Weather - Wildfire- Indirect Impact	High
		Insignificant -Surge-Medical -Influenza Pandemic -High Pathogenic Avian Influenza Outbreak -Loss of Commercial Power-Brief -Loss of Natural Gas/Propane -Loss of Telephone System -Social Unrest	Low -Flooding-External -Flooding-Internal -Wildfire-Direct Impact -Earthquake-Minor -Building/Campus Lockdown -Transportation Disruption -Decontamination -Haz Mat-Internal -Haz Mat-External -Contamination of Outside Air -Surge-Traumatic -Surge-Other -Infectious Disease Outbreak -Loss of Commercial Power-Extended -Loss of Generator Power -Loss of Heating -Loss of Cooling -Loss of Potable Water -Loss of Sewer/Waste -Loss of Internet -Supply Chain-Patient Supplies -Supply Chain-Pharm -Supply Chain-Nutrition -Supply Chain-Staff Supplies -Supply Chain-Utility/Mort -Work Stoppage/Strike -Loss of Non-Potable Water -Fire System Failure	Medium -Earthquake-Major -MCI-Direct Attack -MCI-Complex Attack -Cyber Threat Attack -Loss of Medical Gas
	LOW			
	LOW	MODERATE	HIGH	
	IMPACT			

Region 2 Discussion: There seems to be a shift toward Low, comparing this year's data to last year's. Significant changes include that Severe Weather shifted from High to Medium and Loss of Power- Brief shifted from High to Insignificant. Transportation Disruption and Infectious Disease Outbreak shifted from Medium to Low. Surge- Medical shifted from Medium to Insignificant. The two new threats, High Pathogenic Avian Influenza Outbreak and Influenza Pandemic both ranked as Insignificant.

REGION 3: GRAYS HARBOR, LEWIS, MASON, PACIFIC, and THURSTON COUNTIES

MATRIX DESIGNATION	HAZARD
Extreme	
High	
Medium	• Severe Weather • MCI-Direct • MCI-Complex • Earthquake-Major
Low	• Loss of Power-Brief • Extreme Heat • Flooding-External • Flooding-Internal • Transportation Disruption • Decontamination • Surge-Traumatic • Infectious Disease Outbreak • Influenza Pandemic • Loss of Power-Extended • Loss of Generator Power • Loss of Heating • High Pathogenic Avian Influenza Outbreak • Loss of Potable Water • Loss of Sewer/Waste • Loss of Telephone • Loss of Internet/Network • Cyber Threat/Attack • Supply Chain-Patient Supplies • Supply Chain-Pharm
Insignificant	• Wildfire-Direct • Wildfire-Indirect • Earthquake-Minor • Building/Campus Lockdown • Haz Mat-Internal • Haz Mat-External • Contamination of Outside Air • Surge-Medical • Surge-Other • Loss of Cooling • Loss of Natural Gas • Loss of Medical Gas/Vacuum • Supply Chain-Utility/Mort • Social Unrest

Region 3 Results Analysis

LIKELIHOOD	HIGH	Medium	High	Extreme
		Low - Loss of Power-Brief	Medium - Severe Weather	High
	MODERATE	Insignificant -Wildfire-Direct -Wildfire-Indirect -Earthquake-Minor -Building/Campus Lockdown -Haz Mat-Internal -Haz Mat-External -Contamination of Outside Air -Surge-Medical -Surge-Other -Loss of Cooling -Loss of Natural Gas -Loss of Medical Gas/Vacuum -Supply Chain-Utility/Mort -Social Unrest	Low -Extreme Heat -Flooding-External -Flooding-Internal -Transportation Disruption -Decontamination -Surge-Traumatic -Infectious Disease Outbreak -Influenza Pandemic -Loss of Power-Extended -Loss of Generator Power -Loss of Heating -High Pathogenic Avian Influenza Outbreak -Loss of Potable Water -Loss of Sewer/Waste -Loss of Telephone -Loss of Internet/Network -Cyber Threat/Attack -Supply Chain-Patient Supplies -Supply Chain-Pharm -Supply Chain-Nutrition -Supply Chain-Staff Supplies -Loss of Non-Potable Water -Fire System Failure	Medium -MCI-Direct -MCI-Complex -Earthquake-Major
	LOW			
		LOW	MODERATE	HIGH
		IMPACT		

Region 3 Discussion: This year's scores show a significant shift away from High threats to Low and Insignificant, as compared to last year's scores. Transportation Disruption, Surge-Traumatic, Infectious Disease Outbreak and Loss of Power- Brief all shifted from High to Low. Severe Weather remained unchanged at Medium. Wildfire-Indirect, Building/Campus Lockdown, Contamination of Outside Air and Surge-Other all shifted from Medium to Insignificant. The two new threats, High Pathogenic Avian Influenza Outbreak and Influenza Pandemic both ranked as Low.

REGIONS 5 AND 6: KING AND PIERCE COUNTY

MATRIX DESIGNATION	HAZARD
Extreme	
High	
Medium	• Severe Weather • Earthquake- Major • MCI- Direct • MCI- Complex
Low	• Loss of Power- Brief • Extreme Heat • Flooding- External • Flooding- Internal • Transportation Disruption • Decontamination • Surge- Traumatic • Infectious Disease Outbreak • Influenza Pandemic • Loss of Power- Extended • Loss of Generator Power • Loss of Heating • Loss of Potable Water • Loss of Sewer/Waste • Loss of Telephone • Loss of Internet/Network • Cyber Threat/Attack • Supply Chain-Patient Supplies • Supply Chain-Pharmaceuticals • Supply Chain-Nutrition • Supply Chain- Staff Supplies • Work Stoppage/ Strike • Loss of Non-Potable Water • Fire System Failure
Insignificant	• Wildfire – Direct • Wildfire – Indirect • Earthquake – Minor • Building/Campus Lockdown • Hazardous Materials- Internal • Hazardous Materials- External • Contamination of Outside Air • Surge- Medical • Surge- Other • High Pathogenic Avian Influenza Outbreak • Loss of Cooling • Loss of Natural Gas/Propane • Loss of Medical Gas/ Vacuum System • Supply Chain- Utility and Mortuary • Social Unrest

Region 5/6 Results Analysis

LIKELIHOOD	HIGH	Medium	High	Extreme
	MODERATE	Low - Loss of Power- Brief	Medium -Severe Weather	High
	LOW	Insignificant -Wildfire – Direct -Wildfire – Indirect -Earthquake – Minor -Building/Campus Lockdown -Hazardous Materials- Internal -Hazardous Materials- External -Contamination of Outside Air -Surge- Medical -Surge- Other -High Pathogenic Avian Influenza Outbreak -Loss of Cooling -Loss of Natural Gas/Propane -Loss of Medical Gas/ Vacuum System -Supply Chain- Utility and Mortuary -Social Unrest	Low -Extreme Heat -Flooding- External -Flooding- Internal -Transportation Disruption -Decontamination -Surge- Traumatic -Infectious Disease Outbreak -Influenza Pandemic -Loss of Power- Extended -Loss of Generator Power -Loss of Heating -Loss of Potable Water -Loss of Sewer/Waste -Loss of Telephone -Loss of Internet/Network -Cyber Threat/Attack -Supply Chain-Patient Supplies -Supply Chain-Pharmaceuticals -Supply Chain-Nutrition -Supply Chain- Staff Supplies -Work Stoppage/ Strike -Loss of Non-Potable Water -Fire System Failure	Medium -Earthquake- Major -MCI- Direct -MCI- Complex
		LOW	MODERATE	HIGH
		IMPACT		

Region 5/6 Discussion: The scores for this region have shifted toward Insignificant, with far fewer Medium threats and roughly the same number of Low threats. There were no threats that scored Extreme or High either last year or this year. Within the Medium Category, Severe Weather remained unchanged. Surge-Medical shifted from Medium to Insignificant. Infectious Disease Outbreak and Loss of Power- Brief, and Loss of Internet/Network all shifted from Medium to Low. The two new threats, High Pathogenic Avian Influenza Outbreak and Influenza Pandemic ranked as Insignificant and Low respectively.

REGION 7: CHELAN, DOUGLAS, GRANT, KITTITAS and OKANOGAN COUNTIES

MATRIX DESIGNATION	HAZARD
Extreme	
High	
Medium	• Severe Weather • Extreme Heat • Wildfire- Indirect • Contamination of Outside Air • MCI- Direct • MCI- Complex • Loss of Generator Power
Low	• Flooding-External • Surge-Traumatic • Surge- Other • Infectious Disease Outbreak • Influenza Pandemic • Loss of Power- Extended • Loss of Heating • Loss of Cooling • Loss of Potable Water • Loss of Sewer/Waste • Loss of Telephone • Loss of Internet/Network • Cyber Threat/Attack • Supply Chain- Patient Supplies • Supply Chain- Pharmaceuticals • Supply Chain- Nutrition • Supply Chain- Staff Supplies • Work Stoppage/ Strike • Fire System Failure
Insignificant	• Flooding- Internal/Water Intrusion • Earthquake- Minor • Earthquake- Major • Building/Campus Lockdown • Transportation Disruption • Decontamination • Haz Mat- Internal • Haz Mat- External • Surge- Medical • High Pathogenic Avian Influenza Outbreak • Loss of Power- Brief • Loss of Natural Gas/ Propane • Loss of Medical Gas/ Vacuum Systems • Supply Chain- Utility/Mortuary • Social Unrest • Loss of Non-Potable Water

Region 7 Results Analysis

LIKELIHOOD	HIGH	Medium	High	Extreme
		Low	Medium -Severe Weather -Extreme Heat -Wildfire- Indirect -Contamination of Outside Air	High
	MODERATE	Insignificant -Flooding- Internal/Water Intrusion -Earthquake- Minor -Earthquake- Major -Building/Campus Lockdown -Transportation Disruption -Decontamination -Haz Mat- Internal -Haz Mat- External -Surge- Medical -High Pathogenic Avian Influenza Outbreak -Loss of Power- Brief -Loss of Natural Gas/ Propane -Loss of Medical Gas/ Vacuum Systems -Supply Chain- Utility/Mortuary -Social Unrest -Loss of Non-Potable Water	Low -Flooding-External -Surge-Traumatic -Surge- Other -Infectious Disease Outbreak -Influenza Pandemic -Loss of Power- Extended -Loss of Heating -Loss of Cooling -Loss of Potable Water -Loss of Sewer/Waste -Loss of Telephone -Loss of Internet/Network -Cyber Threat/Attack -Supply Chain- Patient Supplies -Supply Chain- Pharmaceuticals -Supply Chain- Nutrition -Supply Chain- Staff Supplies -Work Stoppage/ Strike -Fire System Failure	Medium -MCI- Direct -MCI- Complex -Loss of Generator Power
	LOW			
		LOW	MODERATE	HIGH
		IMPACT		

Region 7 Discussion: Overall, the scores for this year's HVA remain unchanged though with a slight shift upward toward Medium. MCI- Direct, MCI-Complex and Loss of Generator Power all remain in the Medium Category. Severe Weather, Extreme Heat, Wildfire-Indirect and Contamination of Outside Air all shifted up from Low to Medium. The two new threats, High Pathogenic Avian Influenza Outbreak and Influenza Pandemic ranked as Insignificant and Low respectively.

REGION 8: BENTON, FRANKLIN, WALLA WALLA, and YAKIMA COUNTIES

MATRIX DESIGNATION	HAZARD
Extreme	
High	
Medium	• Building/ Campus Lockdown • Wildfire – Direct Impact • Wildfire – Indirect Impact • Earthquake- Major • MCI- Direct • MCI- Complex • Loss of Generator Power • Loss of Heating • Work Stoppage/ Strike
Low	• Severe Weather • Extreme Heat • Contamination of Outside Air • Flooding- External • Flooding- Internal/ Water Intrusion • Haz Mat- Internal • Haz Mat- External • Surge- Traumatic • Surge- Other • Infectious Disease Outbreak • Influenza Pandemic • High Pathogenic Avian Influenza Outbreak • Loss of Power- Extended • Loss of Cooling • Loss of Natural Gas/ Propane • Loss of Medical Gas/ Vacuum Systems • Loss of Potable Water • Loss of Sewer/Waste • Loss of Internet/Network • Cyber Threat/Attack • Supply Chain- Patient Supplies • Supply Chain- Pharm • Supply Chain- Nutrition • Supply Chain- Staff Supplies • Supply Chain- Utility and Mortuary • Social Unrest • Loss of Non-Potable Water • Fire System Failure
Insignificant	

Region 8 Results Analysis

LIKELIHOOD	HIGH	Medium	High	Extreme
	MODERATE	Low -Severe Weather -Extreme Heat -Contamination of Outside Air	Medium -Building/ Campus Lockdown	High
		Insignificant -Earthquake- Minor -Transportation Disruption -Decontamination -Surge- Medical -Loss of Power- Brief -Loss of Telephone	Low -Flooding- External -Flooding- Internal/ Water Intrusion -Haz Mat- Internal -Haz Mat- External -Surge- Traumatic -Surge- Other -Infectious Disease Outbreak -Influenza Pandemic -High Pathogenic Avian Influenza Outbreak -Loss of Power- Extended -Loss of Cooling -Loss of Natural Gas/ Propane -Loss of Medical Gas/ Vacuum Systems -Loss of Potable Water -Loss of Sewer/Waste -Loss of Internet/Network -Cyber Threat/Attack -Supply Chain- Patient Supplies -Supply Chain- Pharm -Supply Chain- Nutrition -Supply Chain- Staff Supplies -Supply Chain- Utility and Mortuary -Social Unrest -Loss of Non-Potable Water -Fire System Failure	Medium -Wildfire – Direct Impact -Wildfire – Indirect Impact -Earthquake- Major -MCI- Direct -MCI- Complex -Loss of Generator Power -Loss of Heating -Work Stoppage/ Strike
	LOW			

Region 8 Discussion: This year's scores show a trend toward the Low category. Wildfire-Direct shifted from High to the Medium category. Contamination of Outside Air and Supply Chain – Patient Supplies both shifted from Medium to Low. Earthquake shifted from Medium to Insignificant. The two new threats, High Pathogenic Avian Influenza Outbreak and Influenza Pandemic both ranked as Low.

REGION 9: ADAMS, ASOTIN, COLUMBIA, FERRY, GARFIELD, LINCOLN, PEND OREILLE, SPOKANE, STEVENS and WHITMAN COUNTIES

MATRIX DESIGNATION	HAZARD
Extreme	
High	
Medium	• Severe Weather • Wildfire- Indirect • Earthquake- Major • MCI- Direct • MCI- Complex • Cyber Threat/Attack
Low	• Extreme Heat • Flooding- External • Flooding- Internal/ Water Intrusion • Wildfire- Direct • Earthquake- Minor • Building/Campus Lockdown • Transportation Disruption • Decontamination • Haz Mat- Internal • Haz Mat- External • Contamination of Outside Air • Surge- Traumatic • Surge- Other • Infectious Disease Outbreak • Influenza Pandemic • Loss of Power- Extended • Loss of Generator Power • Loss of Heating • Loss of Cooling • Loss of Medical Gas/ Vacuum Systems • Loss of Potable Water • Loss of Sewer/Waste • Loss of Internet/Network • Supply Chain- Patient Supplies • Supply Chain- Pharm • Supply Chain- Nutrition • Supply Chain- Staff Supplies • Supply Chain- Utility and Mortuary • Work Stoppage/ Strike • Loss of Non-Potable Water • Fire System Failure
Insignificant	

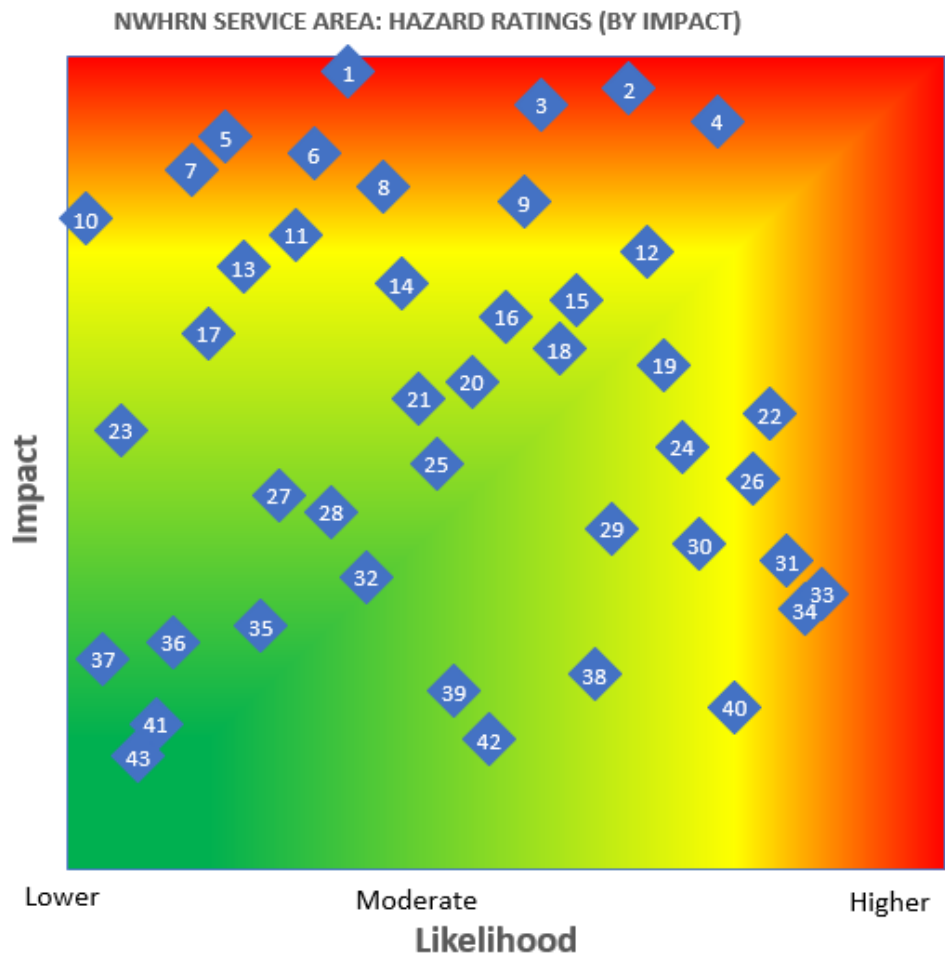
Region 9 Results Analysis

LIKELIHOOD	HIGH	Medium	High	Extreme
		Low -Extreme Heat	Medium -Severe Weather - Wildfire- Indirect	High
	MODERATE	Insignificant -Surge - Medical -High Pathogenic Avian Influenza Outbreak -Loss of Power- Brief -Loss of Natural Gas/ Propane -Loss of Telephone -Social Unrest	Low -Flooding- External -Flooding- Internal/ Water Intrusion -Wildfire- Direct -Earthquake- Minor -Building/Campus Lockdown -Transportation Disruption -Decontamination -Haz Mat- Internal -Haz Mat- External -Contamination of Outside Air -Surge- Traumatic -Surge- Other -Infectious Disease Outbreak -Influenza Pandemic -Loss of Power- Extended -Loss of Generator Power -Loss of Heating -Loss of Cooling -Loss of Medical Gas/ Vacuum Systems -Loss of Potable Water -Loss of Sewer/Waste -Loss of Internet/Network -Supply Chain- Patient Supplies -Supply Chain- Pharm -Supply Chain- Nutrition -Supply Chain- Staff Supplies -Supply Chain- Utility and Mortuary -Work Stoppage/ Strike -Loss of Non-Potable Water -Fire System Failure	Medium -Earthquake- Major -MCI- Direct -MCI- Complex -Cyber Threat/Attack
LOW				
		LOW	MODERATE	HIGH
		IMPACT		

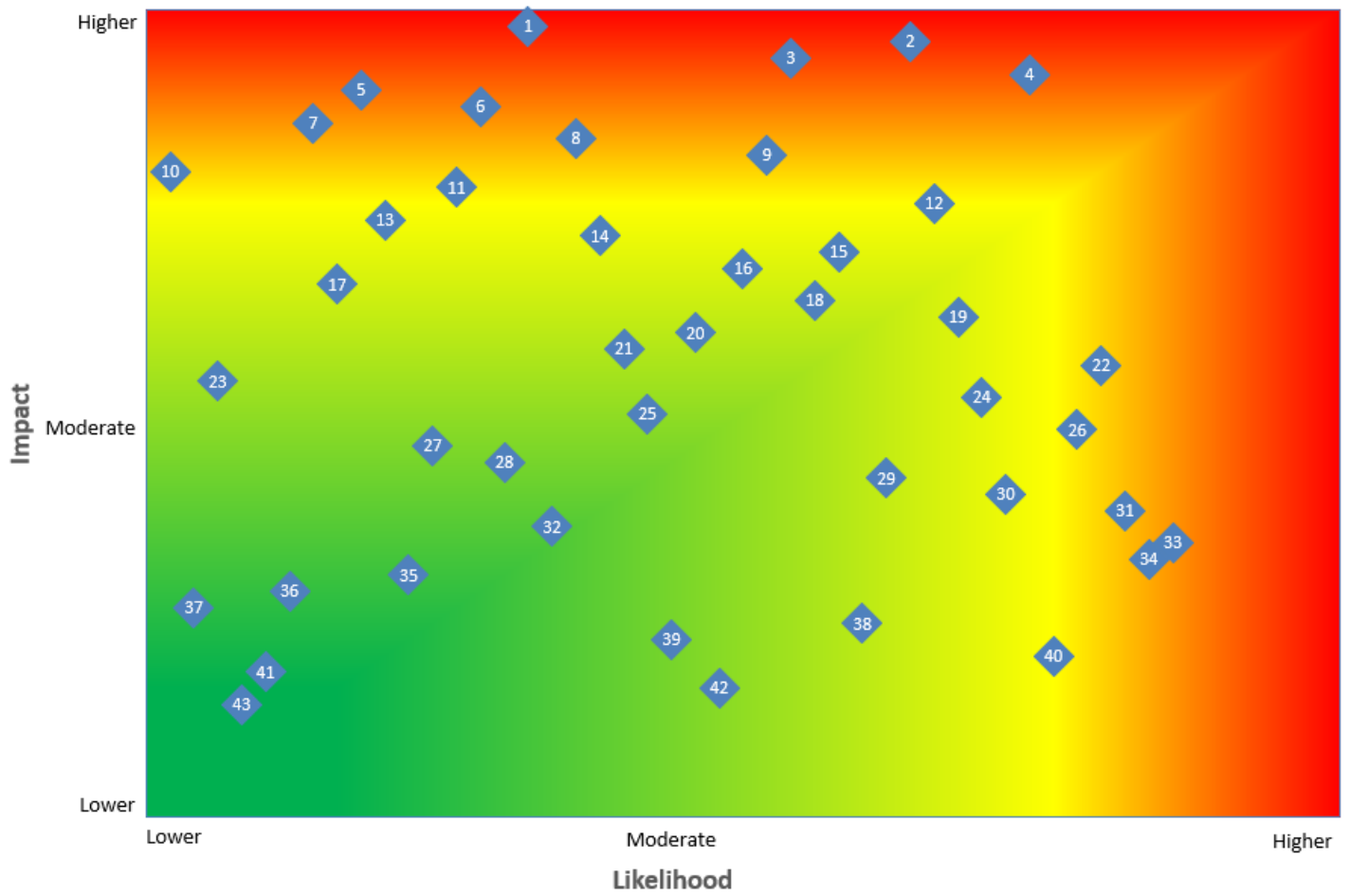
Region 9 Discussion: This year's scores consolidate many of the threats into the Low category. Infectious Disease Outbreak, Loss of Internet/ Network, Supply Chain- Patient Supplies, Supply Chain- Pharm and Supply Chain- Staff Supplies all shifted from High to Low. Loss of Power- Brief shifted from High to Insignificant. Cyber Threat/Attack shifted from High to Medium. The two new threats, High Pathogenic Avian Influenza Outbreak and Influenza Pandemic ranked as Insignificant and Low respectively.

Appendix 1: Graphics – NWHRN Service Area Hazard Ratings

1	Severe Weather
2	Loss of Commercial or Primary Power - Brief
3	Extreme Heat
4	Building / Campus Lockdown
5	Wildfire - Indirect Impact
6	Contamination of Outside Air
7	Loss of Internet / Network System(s)
8	Surge - Medical Event
9	Infectious Disease Outbreak
10	Flooding - External
11	Earthquake - Minor Damage
12	Cyber Attack
13	Influenza Pandemic
14	Supply Chain Shortage / Disruption (Patient Care)
15	Transportation Disruption / Failure
16	Earthquake - Major Damage
17	Wildfire - Direct Impact
18	Supply Shortage / Chain Interruption (Pharm)
19	Loss of Telephone System(s)
20	Surge - Traumatic Event
21	Flooding Internal / Water Intrusion
22	Social Unrest
23	Surge - Other
24	Hazardous Materials (Internal Event)
25	Loss of Commercial or Primary Power - Extended
26	Supply Shortage / Chain Interruption (Staffing)
27	Mass Casualty Incident - Direct Attack
28	Hazardous Materials (External Event)
29	Fire System Failure
30	Decontamination
31	Work Stoppage / Strike
32	Mass Casualty Incident - Complex Event
33	Loss of Sewer / Waste System(s)
34	Supply Shortage / Chain Interruption (Nutrition)
35	Loss of Cooling
36	Loss of Facility Water Supply (Potable)
37	Loss of Generator Power
38	High Pathogenic Avian Influenza Outbreak
39	Loss of Facility Water Supply (Non-Potable)
40	Loss of Heating
41	Loss of Medical Gas / Vacuum System(s)
42	Loss of Natural Gas / Propane
43	Supply Shortage / Chain Interruption (Utility & Mort)

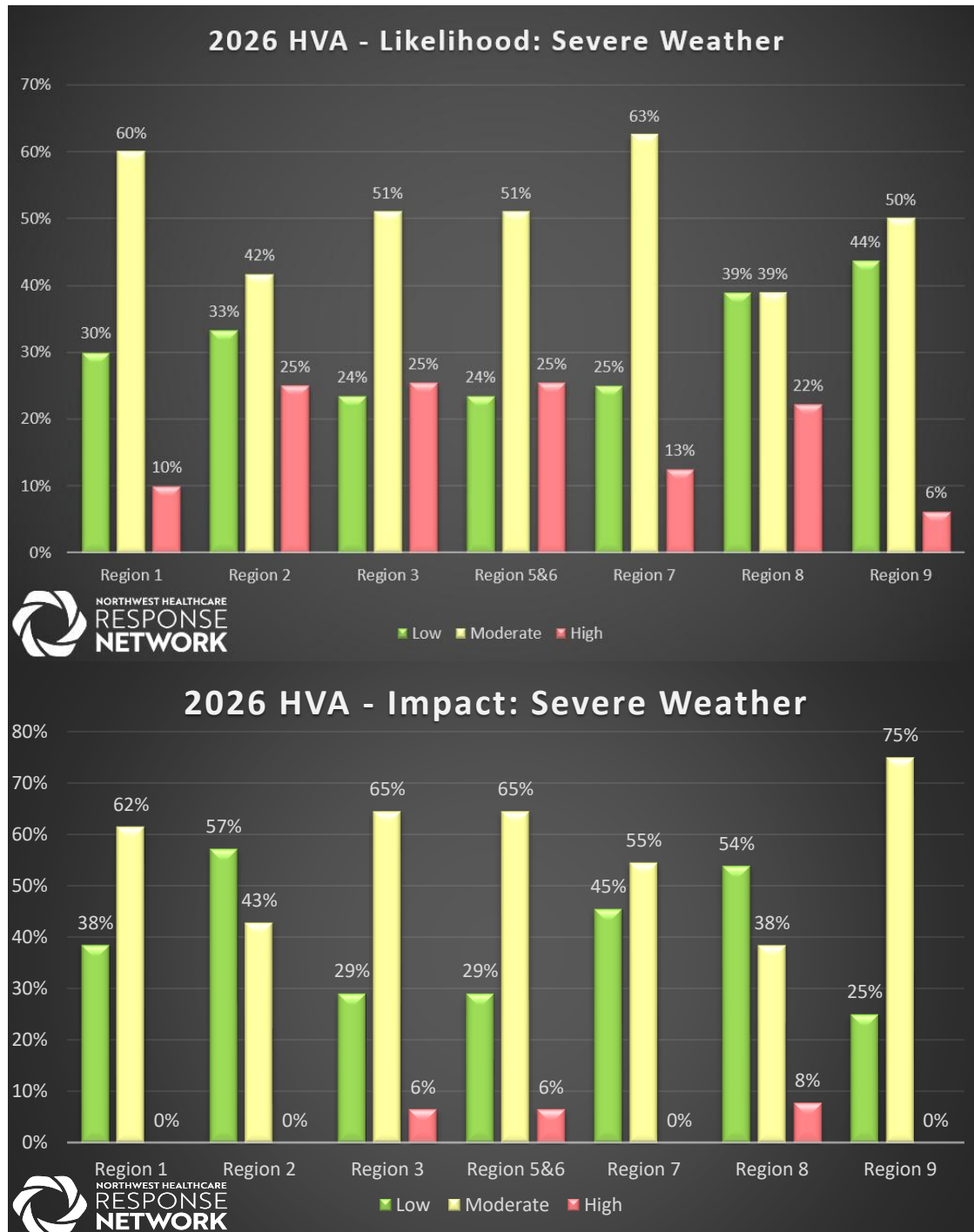


NWHRN SERVICE AREA: HAZARD RATINGS (BY IMPACT)

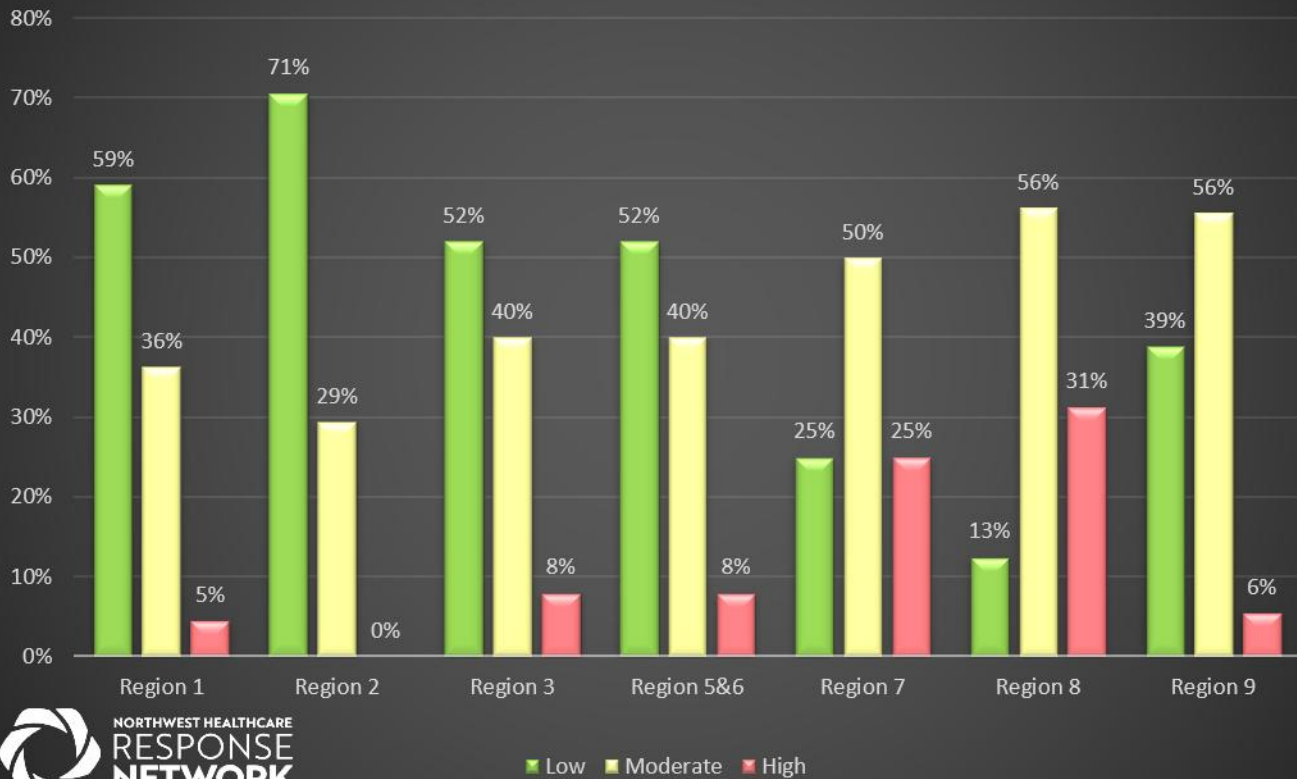


1	Severe Weather
2	Loss of Commercial or Primary Power - Brief
3	Extreme Heat
4	Building / Campus Lockdown
5	Wildfire - Indirect Impact
6	Contamination of Outside Air
7	Loss of Internet / Network System(s)
8	Surge - Medical Event
9	Infectious Disease Outbreak
10	Flooding - External
11	Earthquake - Minor Damage
12	Cyber Attack
13	Influenza Pandemic
14	Supply Chain Shortage / Disruption (Patient Care)
15	Transportation Disruption / Failure
16	Earthquake - Major Damage
17	Wildfire - Direct Impact
18	Supply Shortage / Chain Interruption (Pharm)
19	Loss of Telephone System(s)
20	Surge - Traumatic Event
21	Flooding Internal / Water Intrusion
22	Social Unrest
23	Surge - Other
24	Hazardous Materials (Internal Event)
25	Loss of Commercial or Primary Power - Extended
26	Supply Shortage / Chain Interruption (Staffing)
27	Mass Casualty Incident - Direct Attack
28	Hazardous Materials (External Event)
29	Fire System Failure
30	Decontamination
31	Work Stoppage / Strike
32	Mass Casualty Incident - Complex Event
33	Loss of Sewer / Waste System(s)
34	Supply Shortage / Chain Interruption (Nutrition)
35	Loss of Cooling
36	Loss of Facility Water Supply (Potable)
37	Loss of Generator Power
38	High Pathogenic Avian Influenza Outbreak
39	Loss of Facility Water Supply (Non-Potable)
40	Loss of Heating
41	Loss of Medical Gas / Vacuum System(s)
42	Loss of Natural Gas / Propane
43	Supply Shortage / Chain Interruption (Utility & Mort)

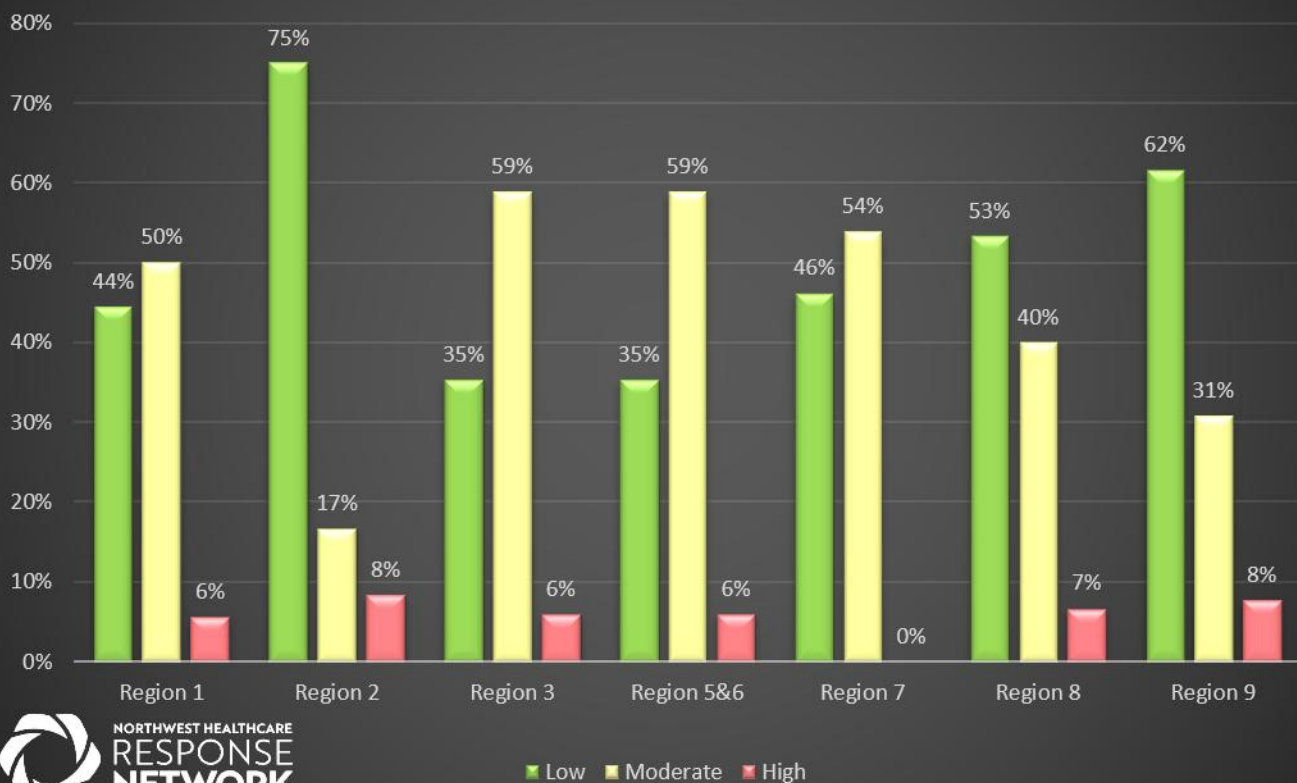
Appendix 2: Graphics – Hazard Impact and Likelihood Breakdown



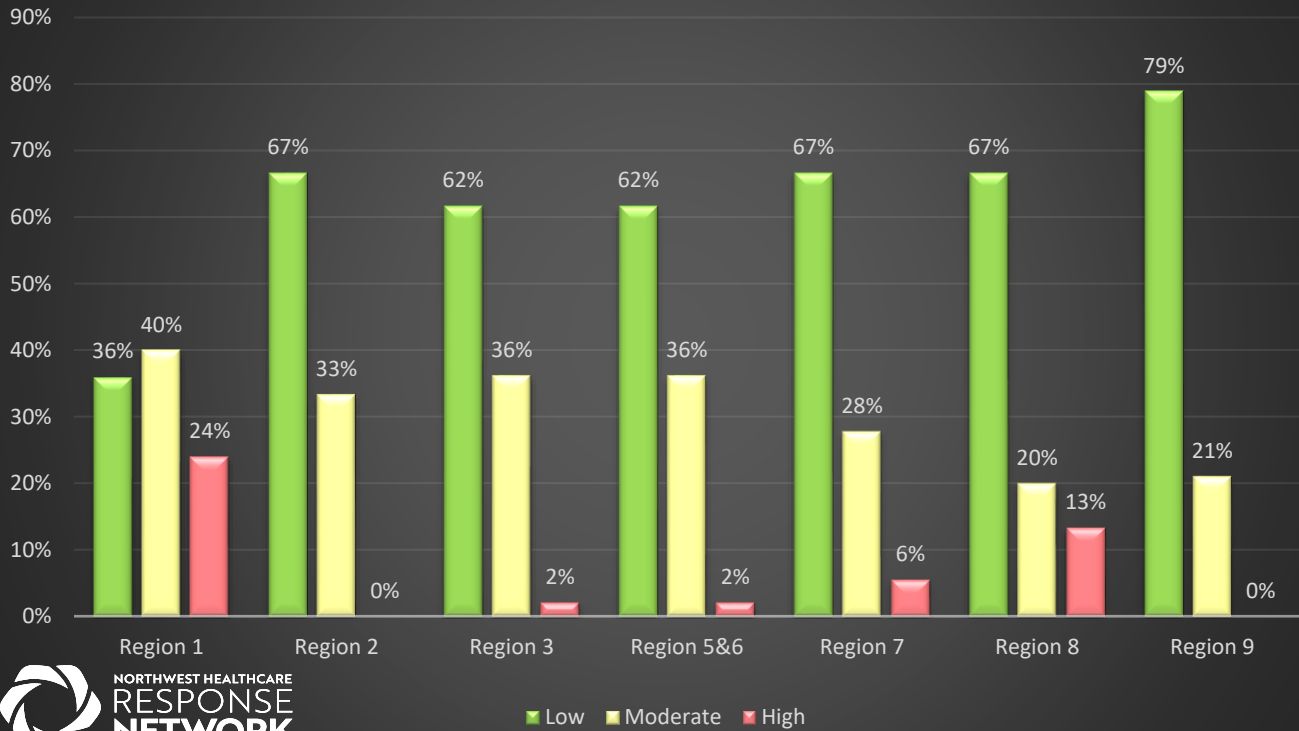
2026 HVA - Likelihood: Extreme Heat



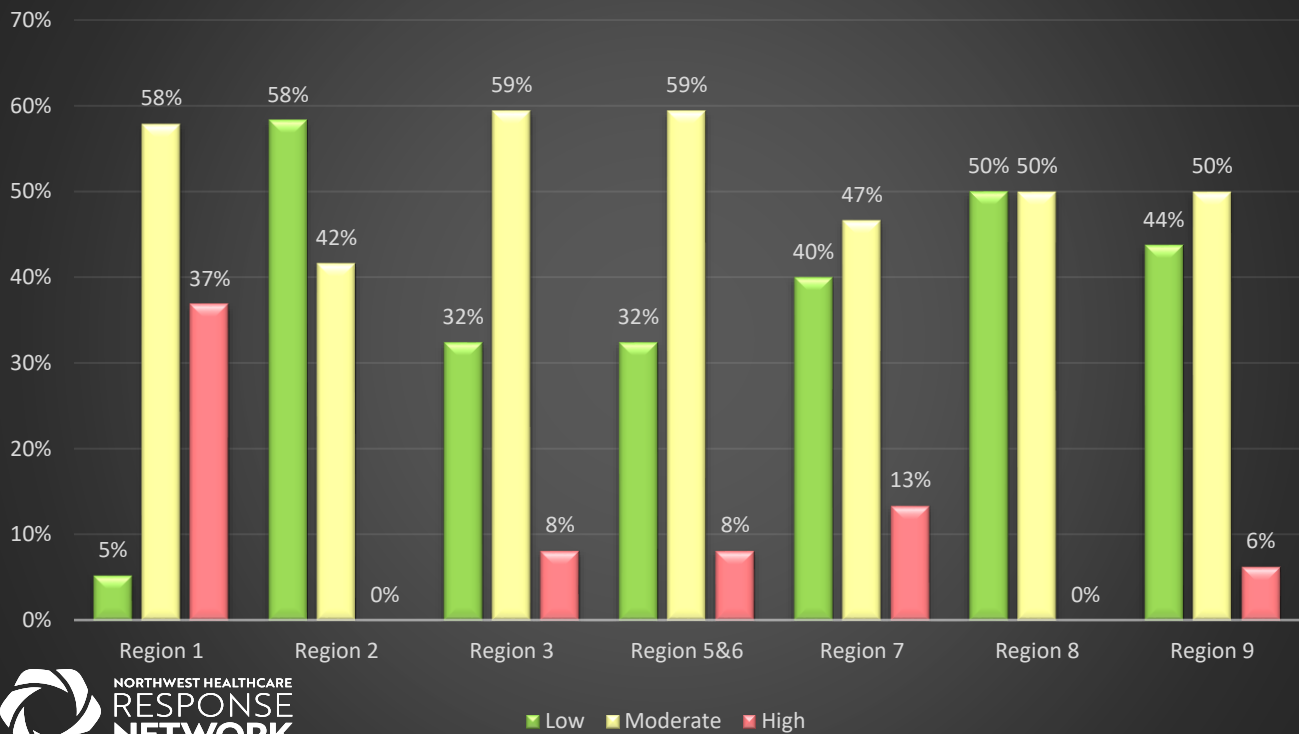
2026 HVA - Impact: Extreme Heat



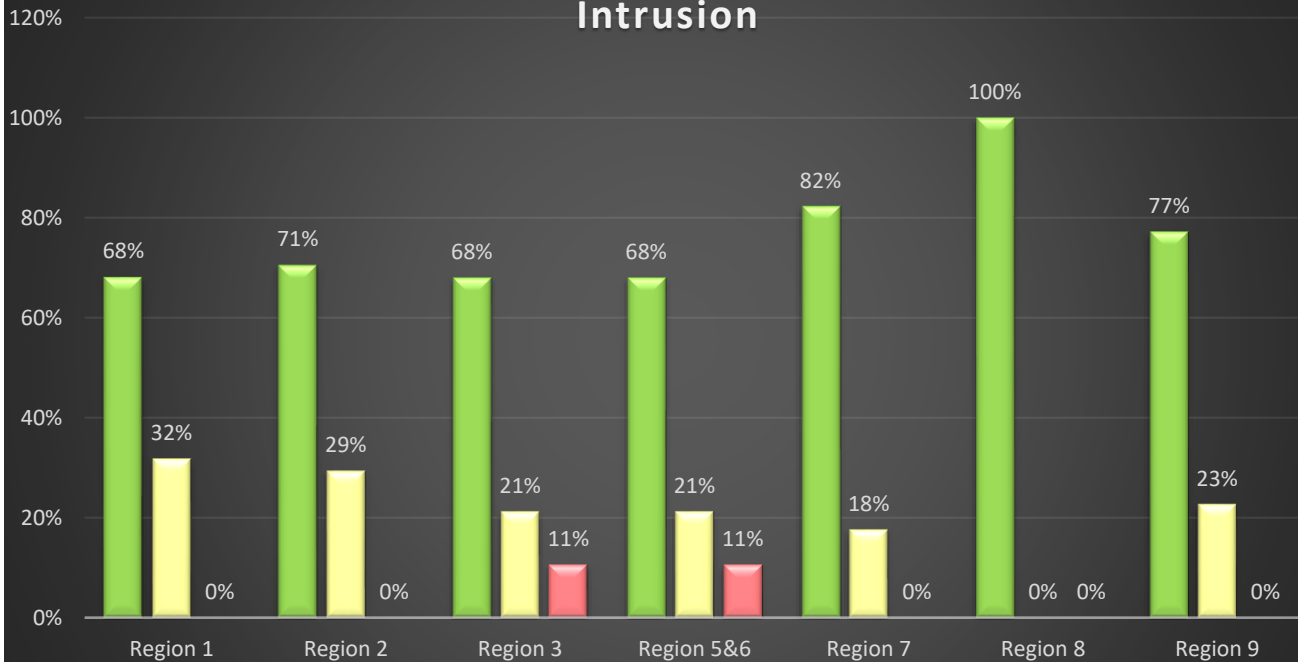
2026 HVA - Likelihood: Flooding - External



2026 HVA - Impact: Flooding - External



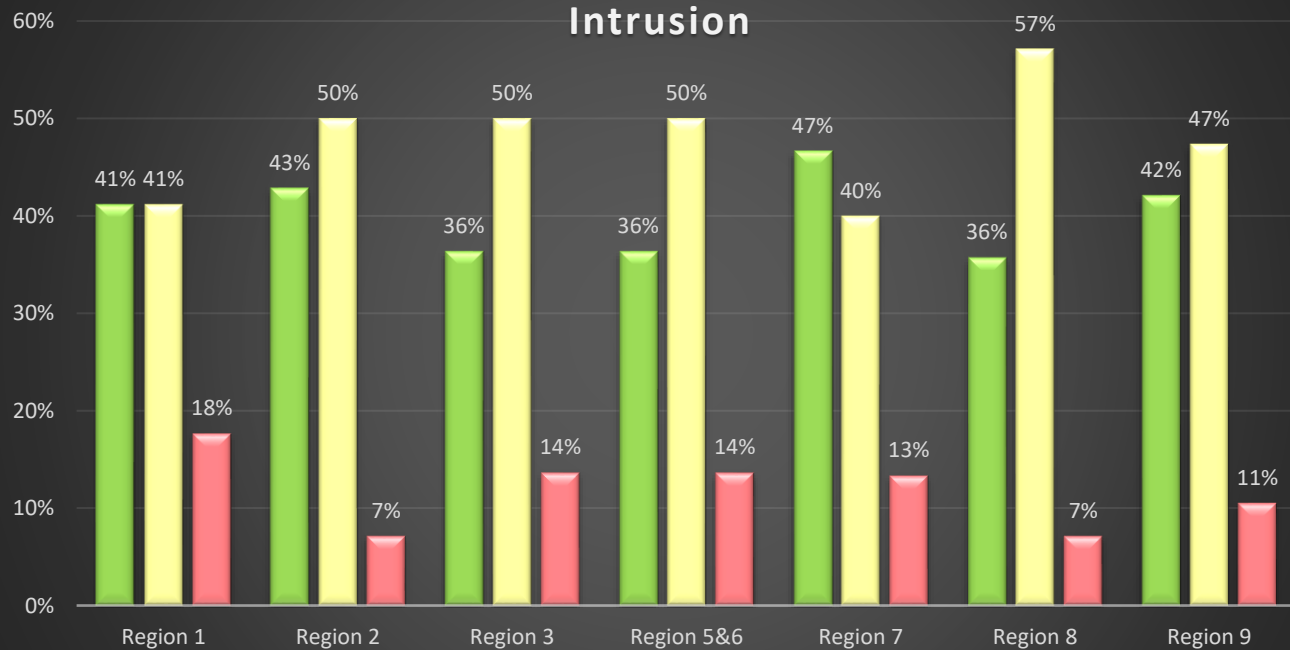
2026 HVA - Likelihood: Flooding Internal / Water Intrusion



NORTHWEST HEALTHCARE
RESPONSE
NETWORK

Low Moderate High

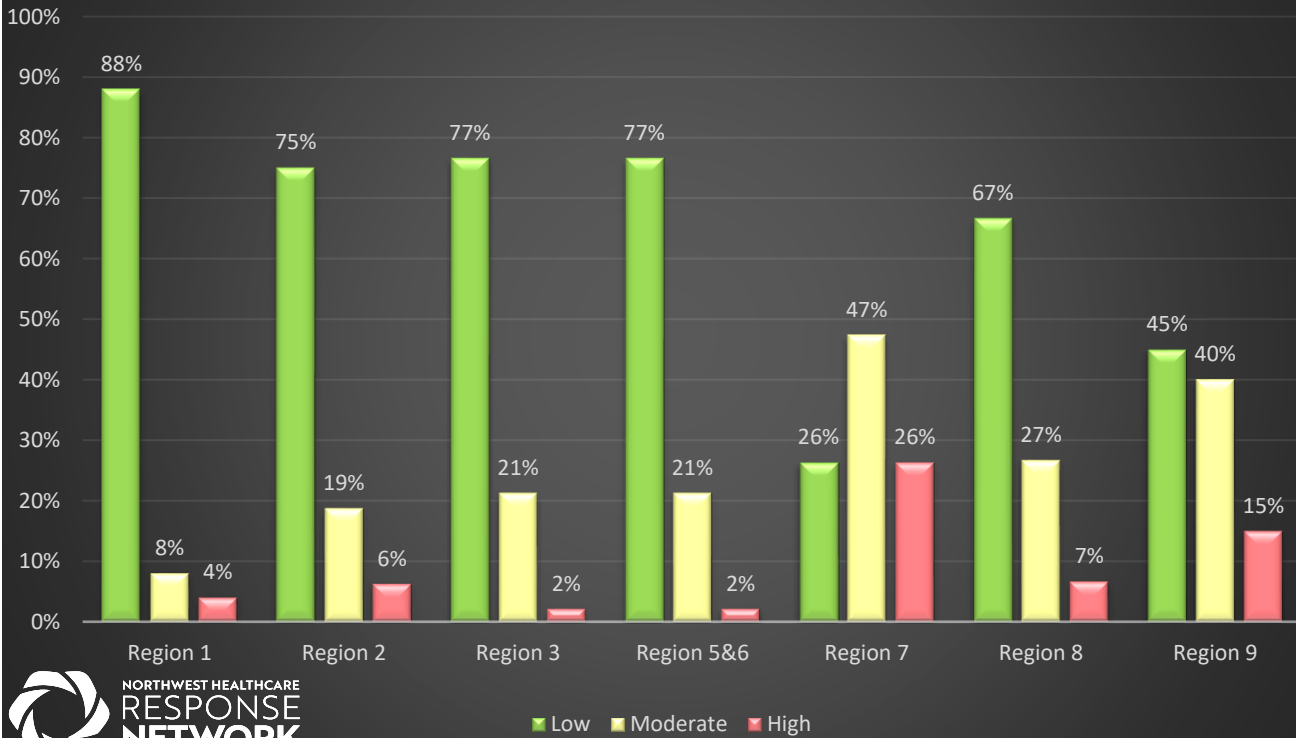
2026 HVA - Impact: Flooding Internal / Water Intrusion



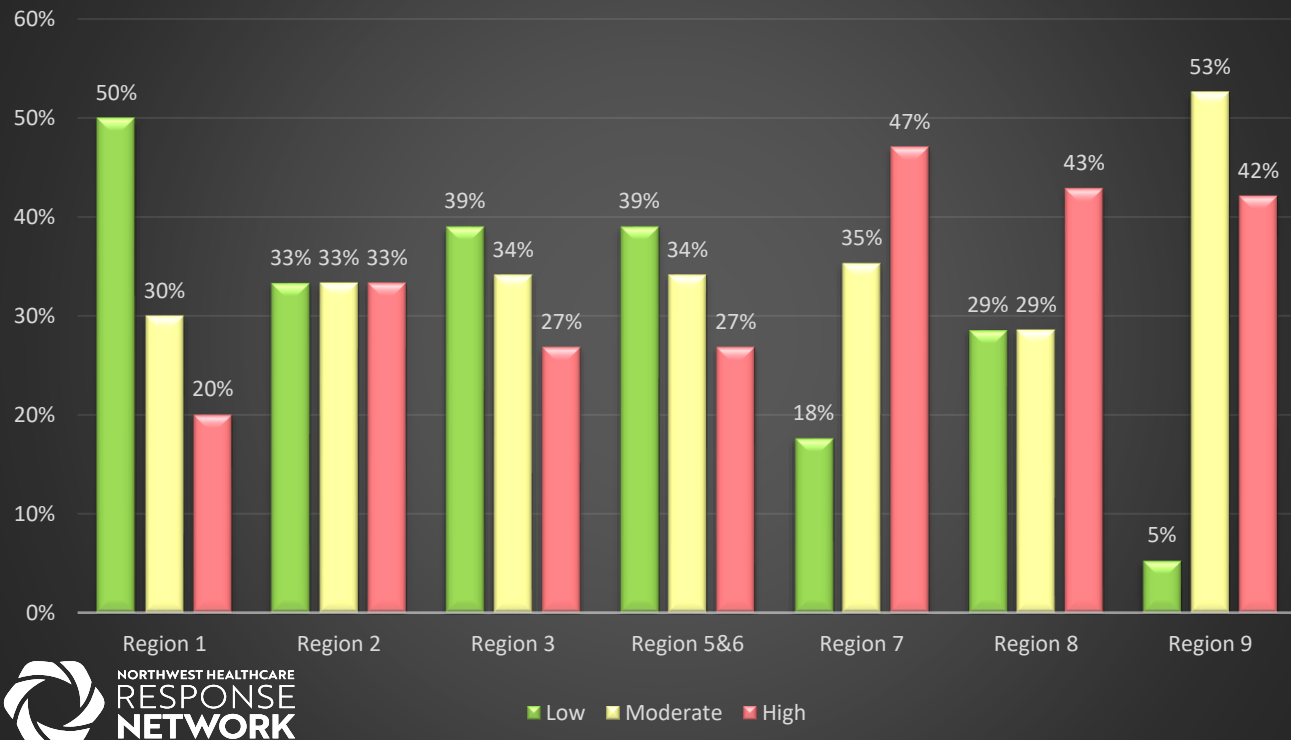
NORTHWEST HEALTHCARE
RESPONSE
NETWORK

Low Moderate High

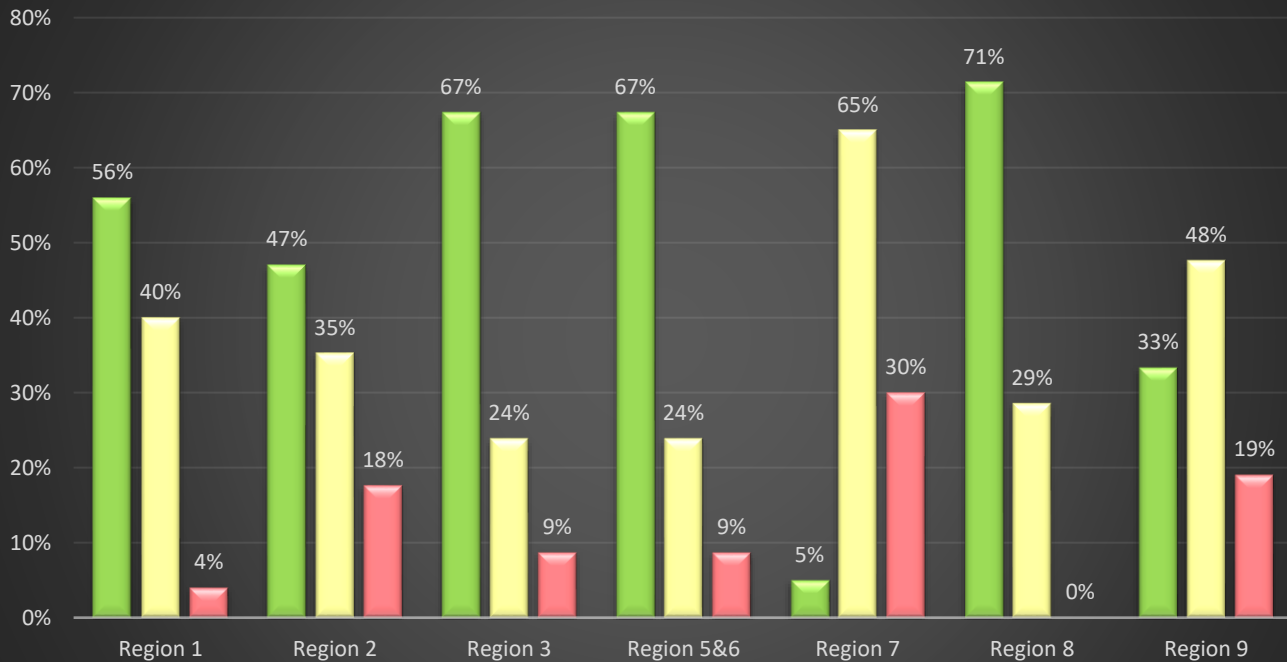
2026 HVA - Likelihood: Wildfire Direct Impact



2026 HVA - Impact: Wildfire Direct Impact



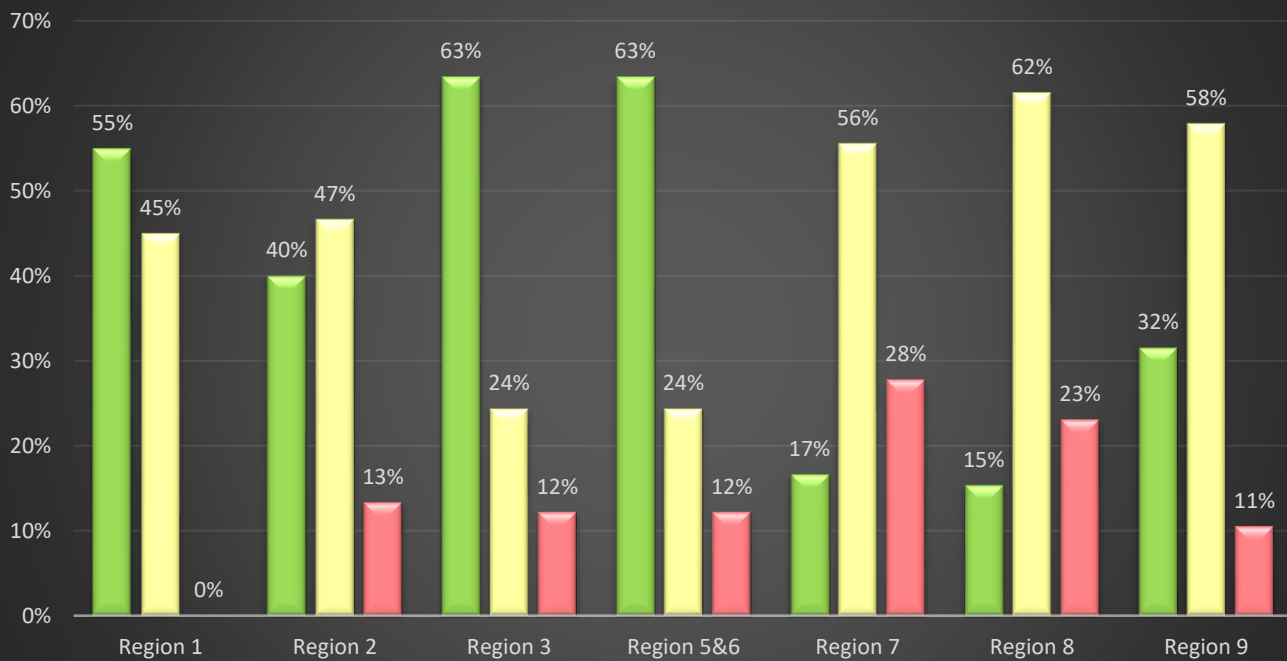
2026 HVA - Likelihood: Wildfire Indirect Impact



NORTHWEST HEALTHCARE
RESPONSE
NETWORK

■ Low ■ Moderate ■ High

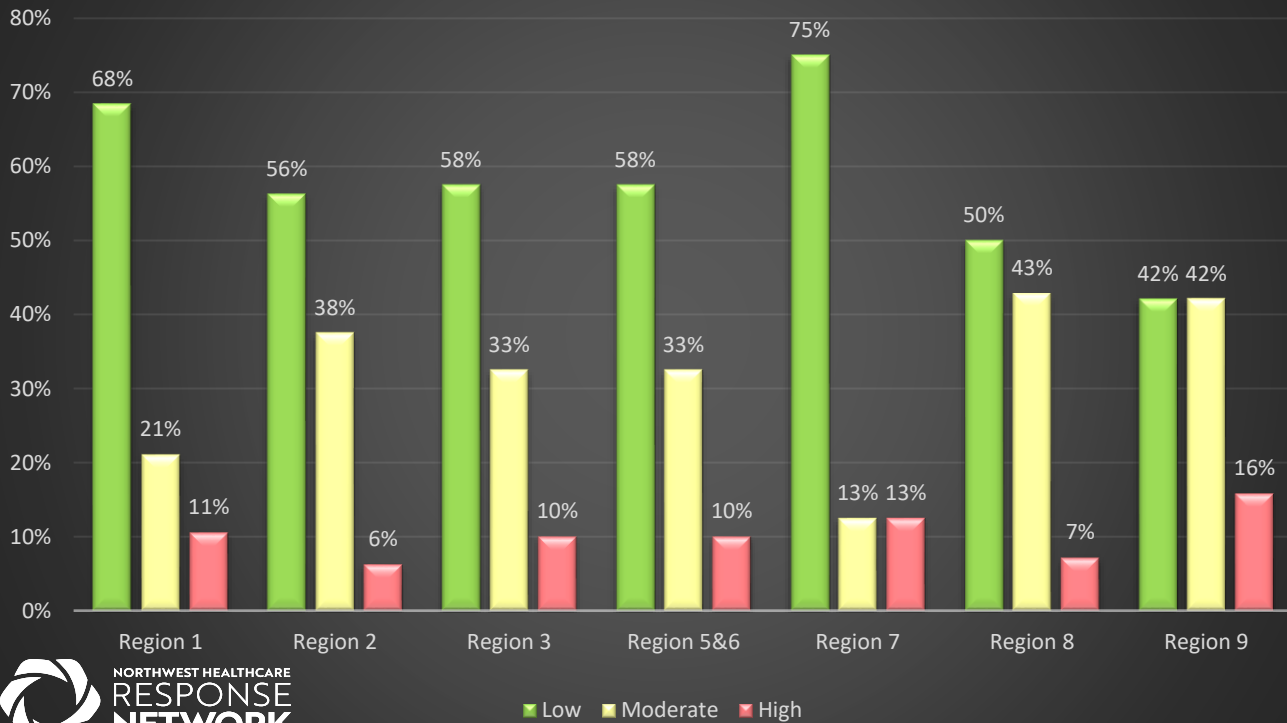
2026 HVA - Impact: Wildfire Indirect Impact



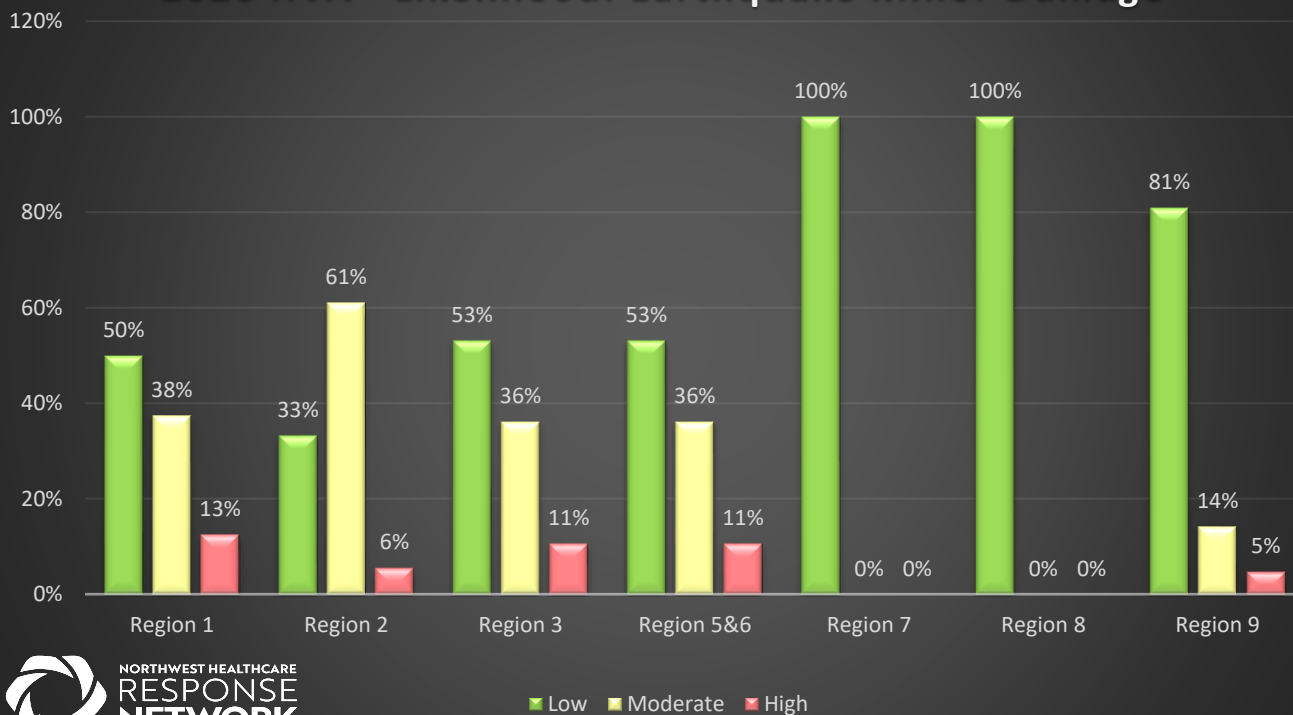
NORTHWEST HEALTHCARE
RESPONSE
NETWORK

■ Low ■ Moderate ■ High

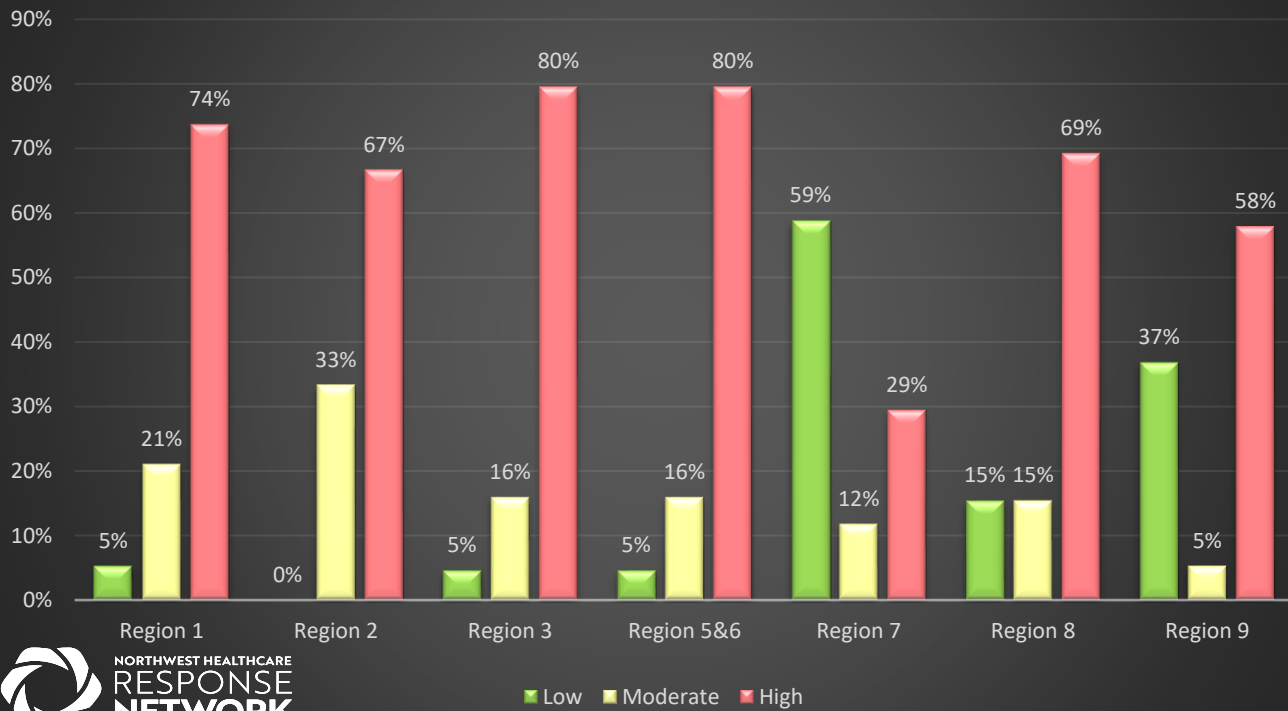
2026 HVA - Impact: Earthquake Minor Damage



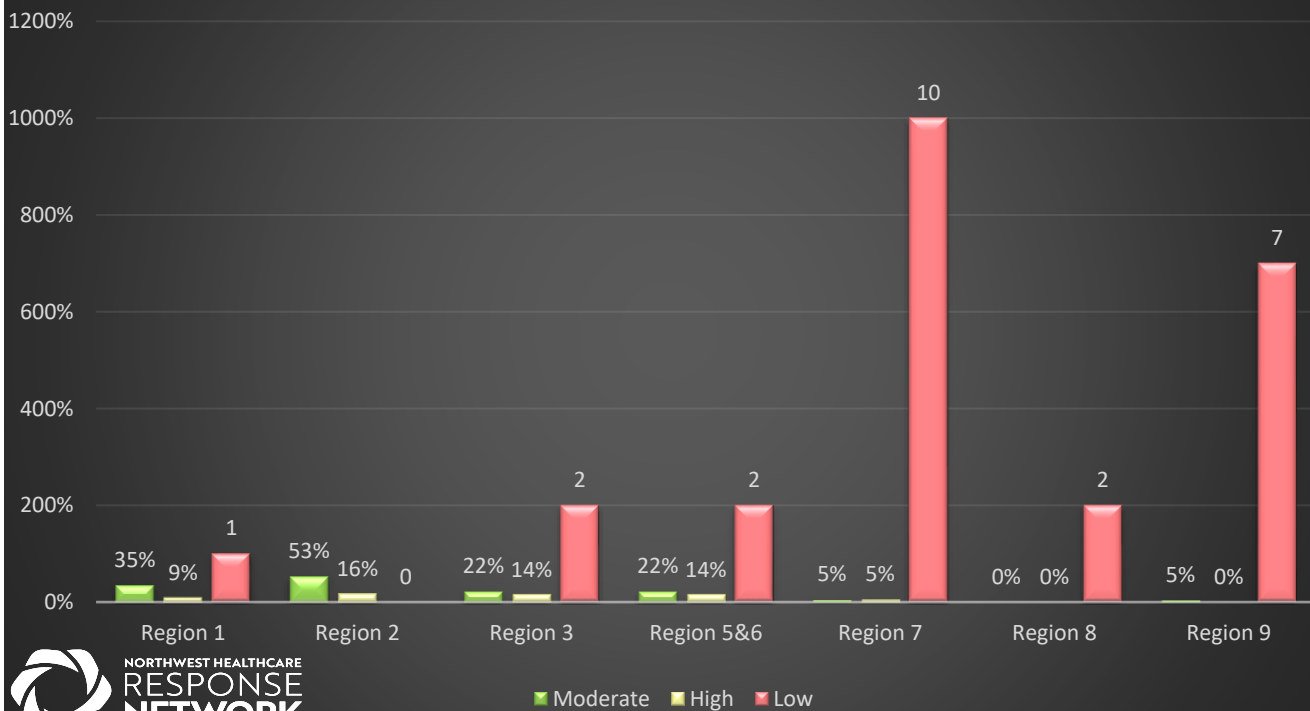
2026 HVA - Likelihood: Earthquake Minor Damage



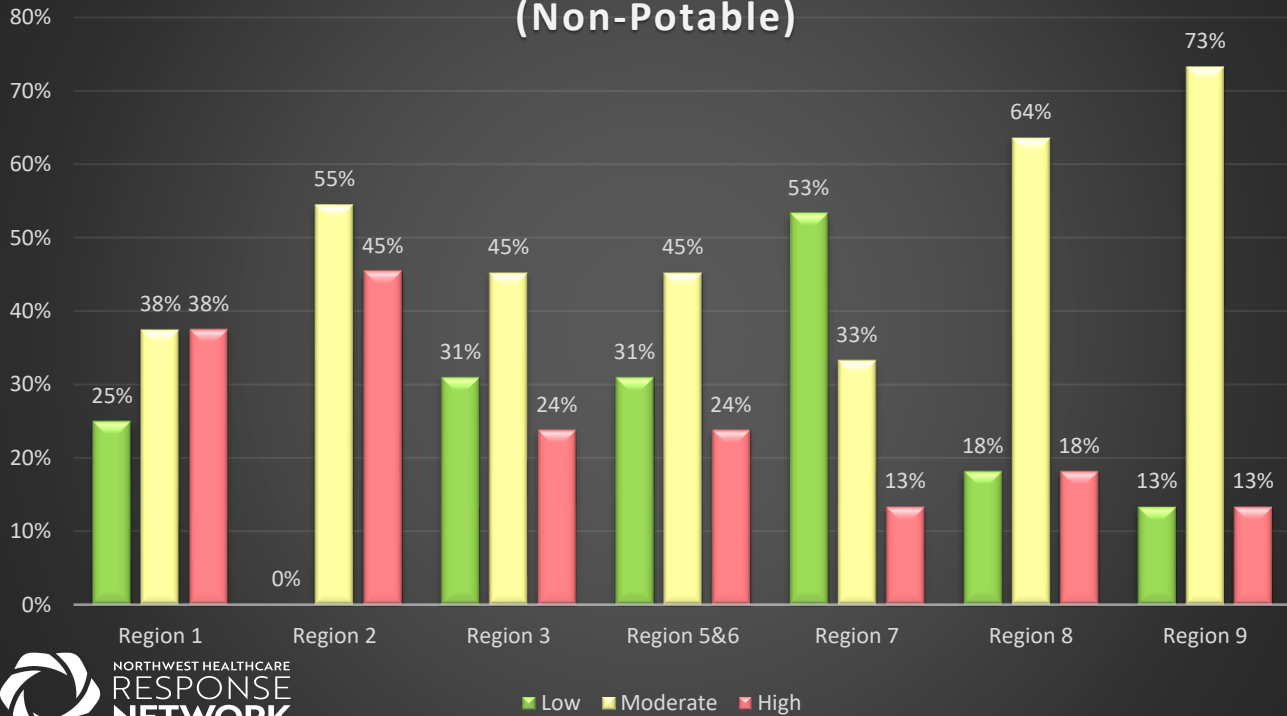
2026 HVA - Impact: Earthquake Major Damage



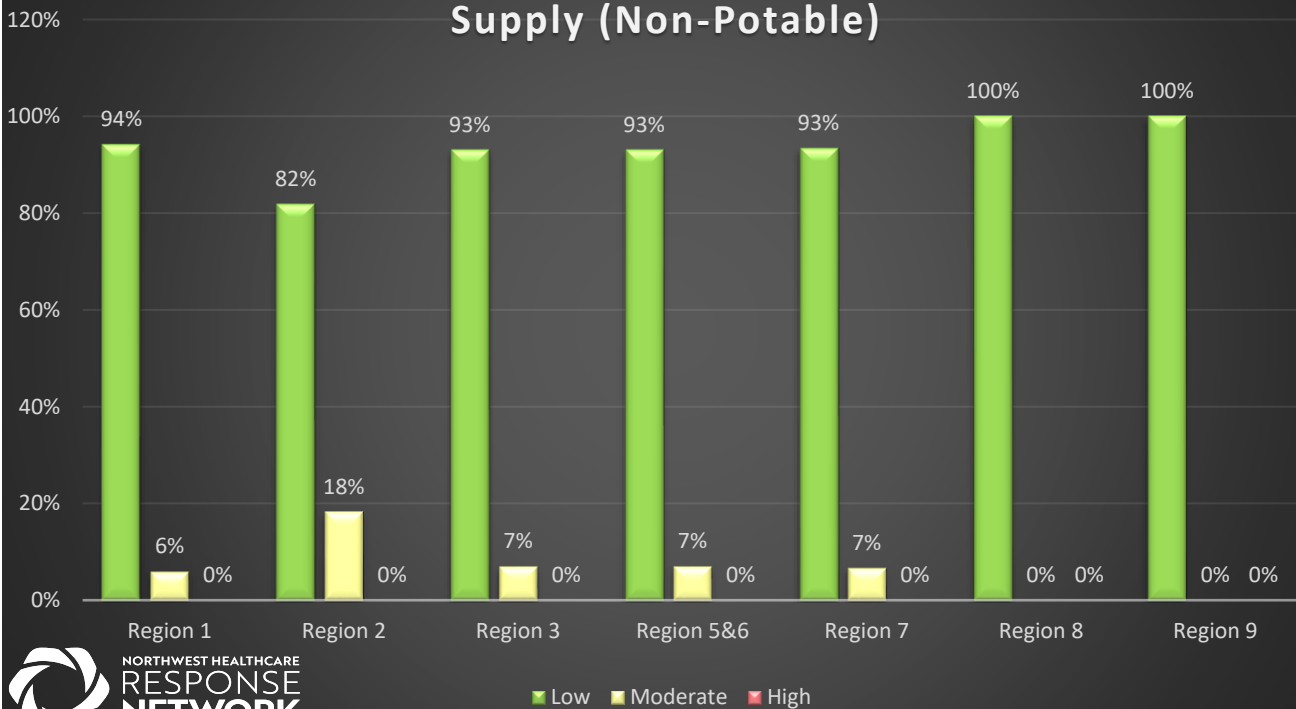
2026 HVA - Likelihood: Earthquake Major Damage



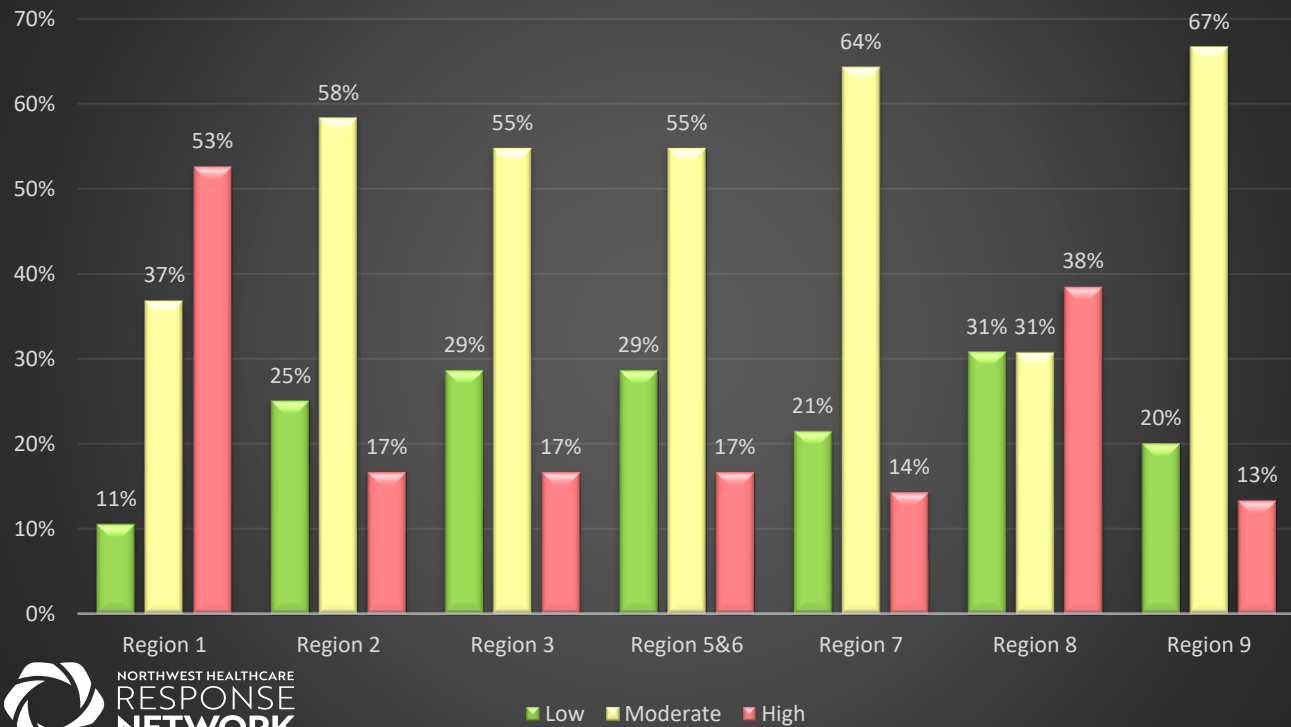
2026 HVA - Impact: Loss of Facility Water Supply (Non-Potable)



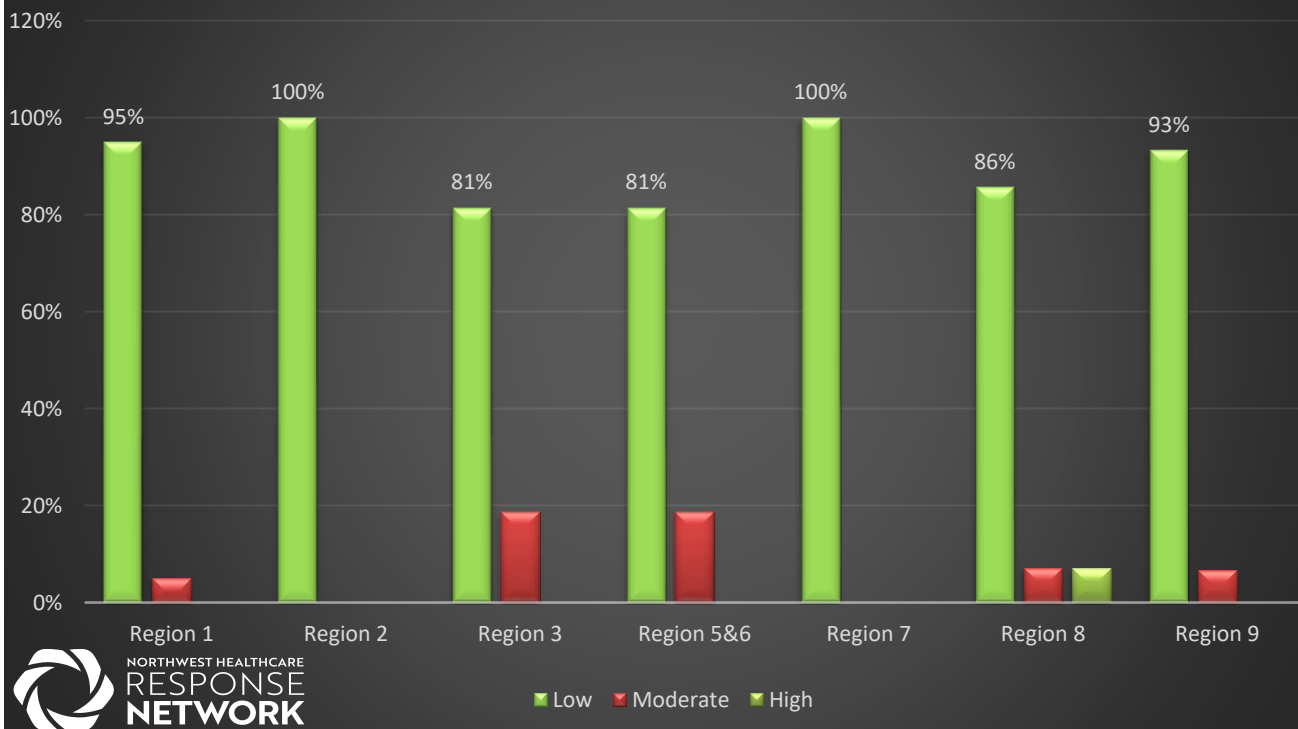
2026 HVA - Likelihood: Loss of Facility Water Supply (Non-Potable)



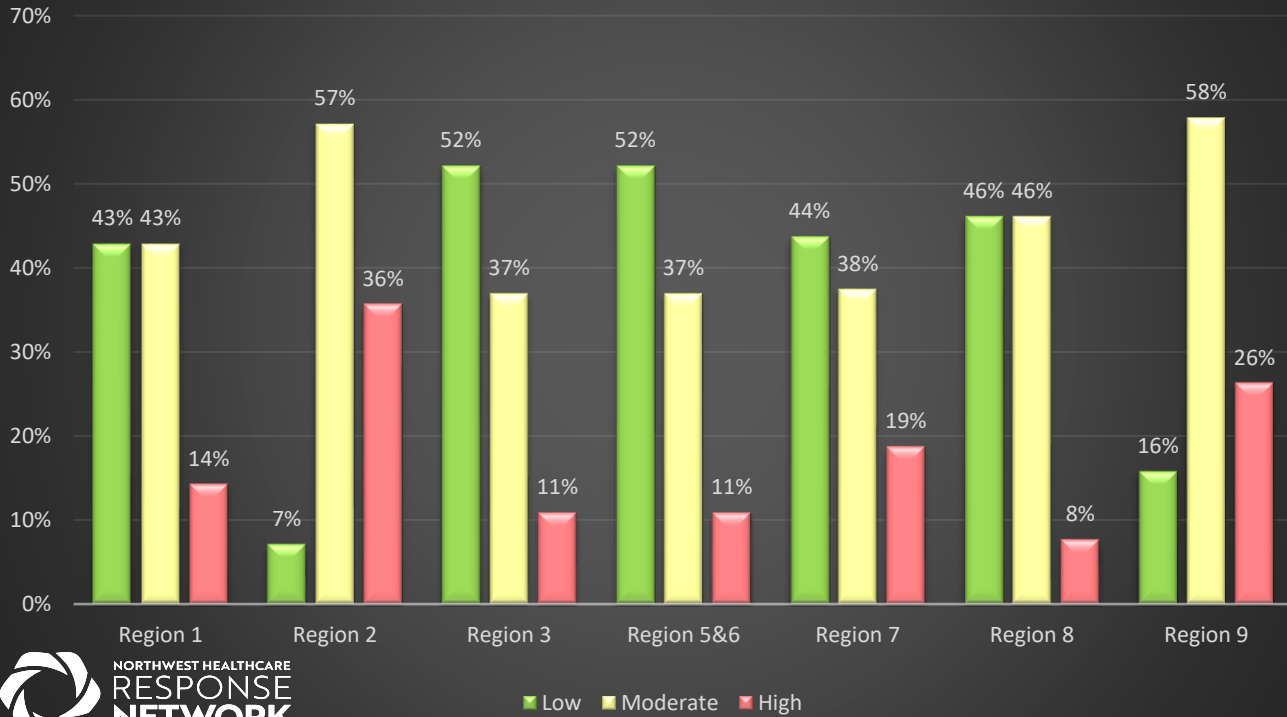
2026 HVA - Impact: Fire System Failure



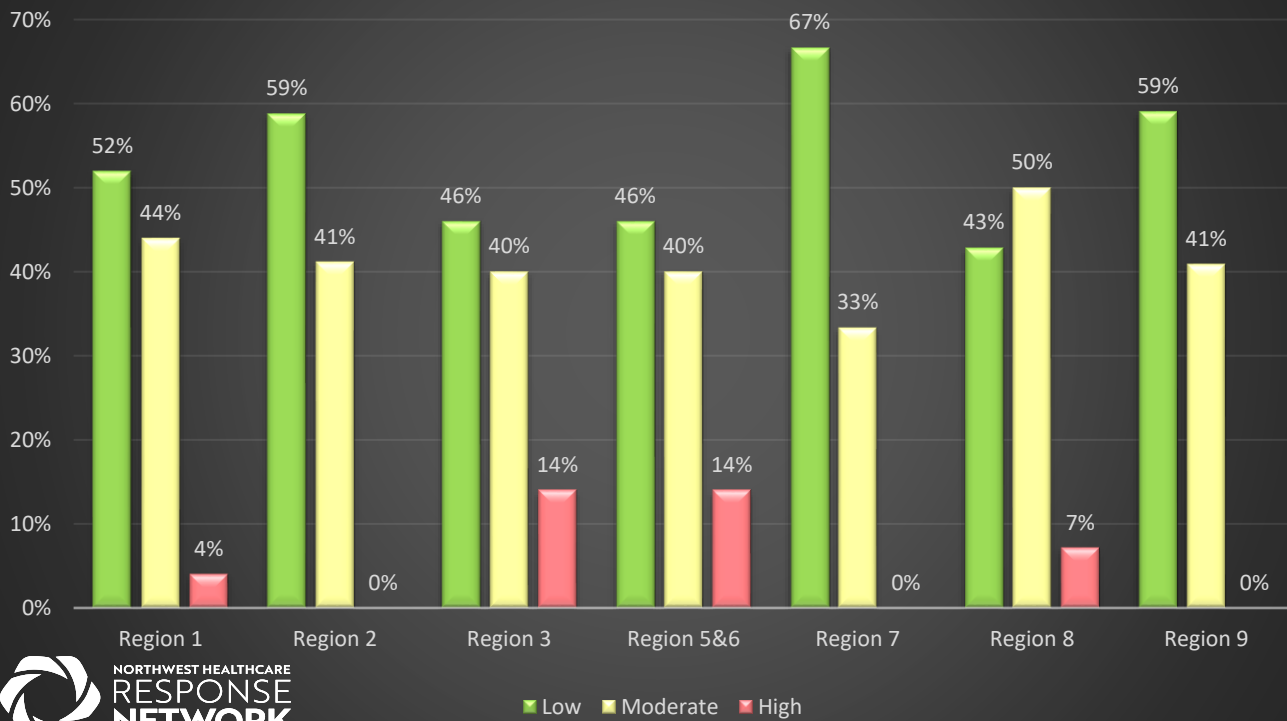
2026 HVA - Likelihood: Fire System Failure



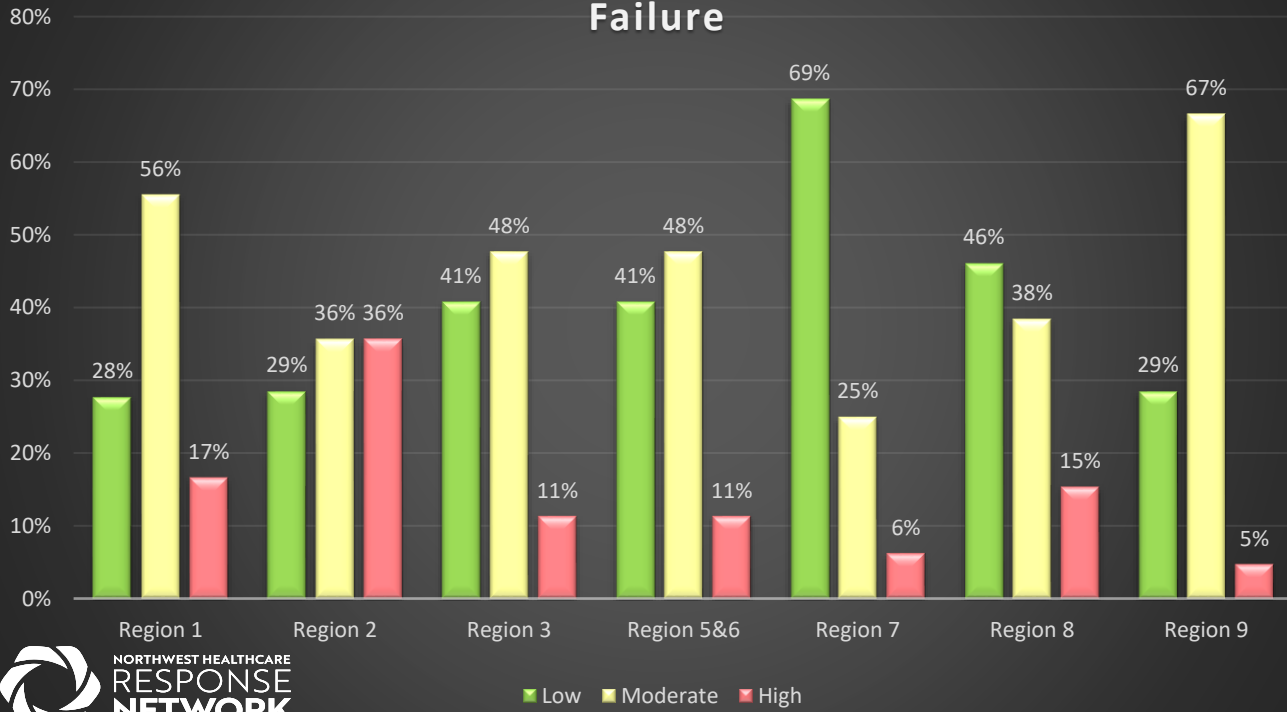
2026 HVA - Impact: Building / Campus Lockdown



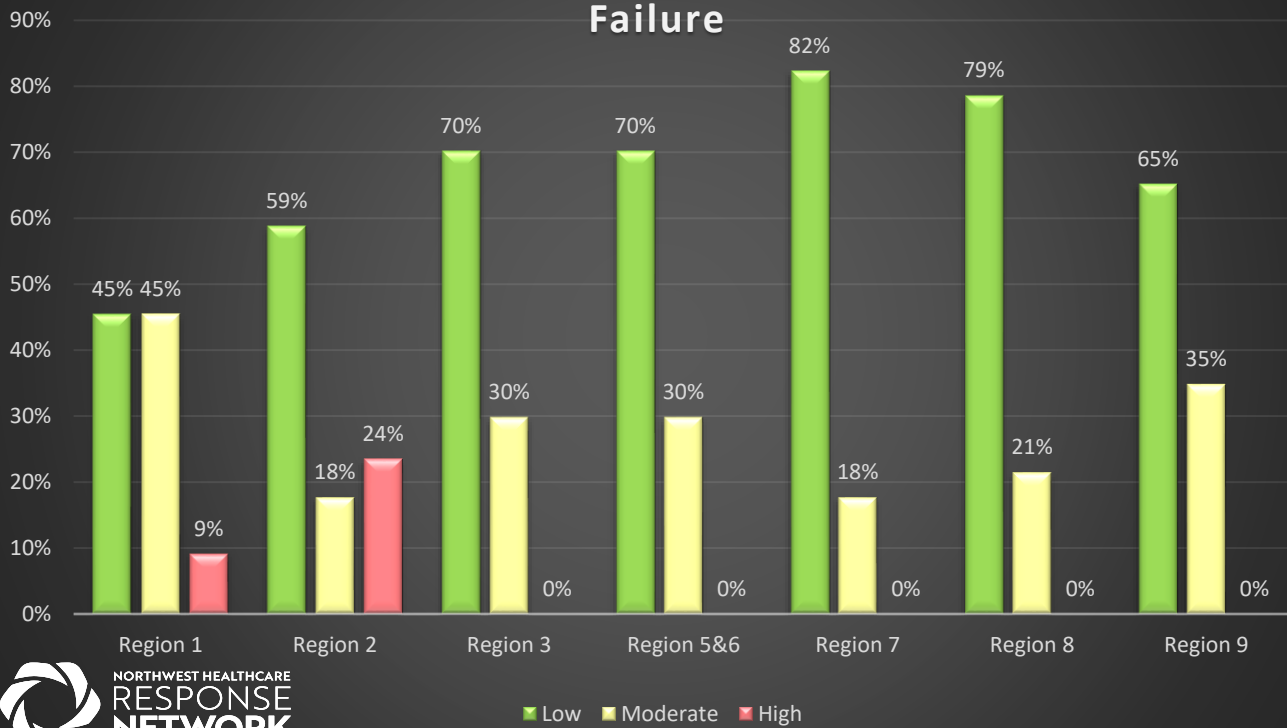
2026 HVA - Likelihood: Building / Campus lockdown



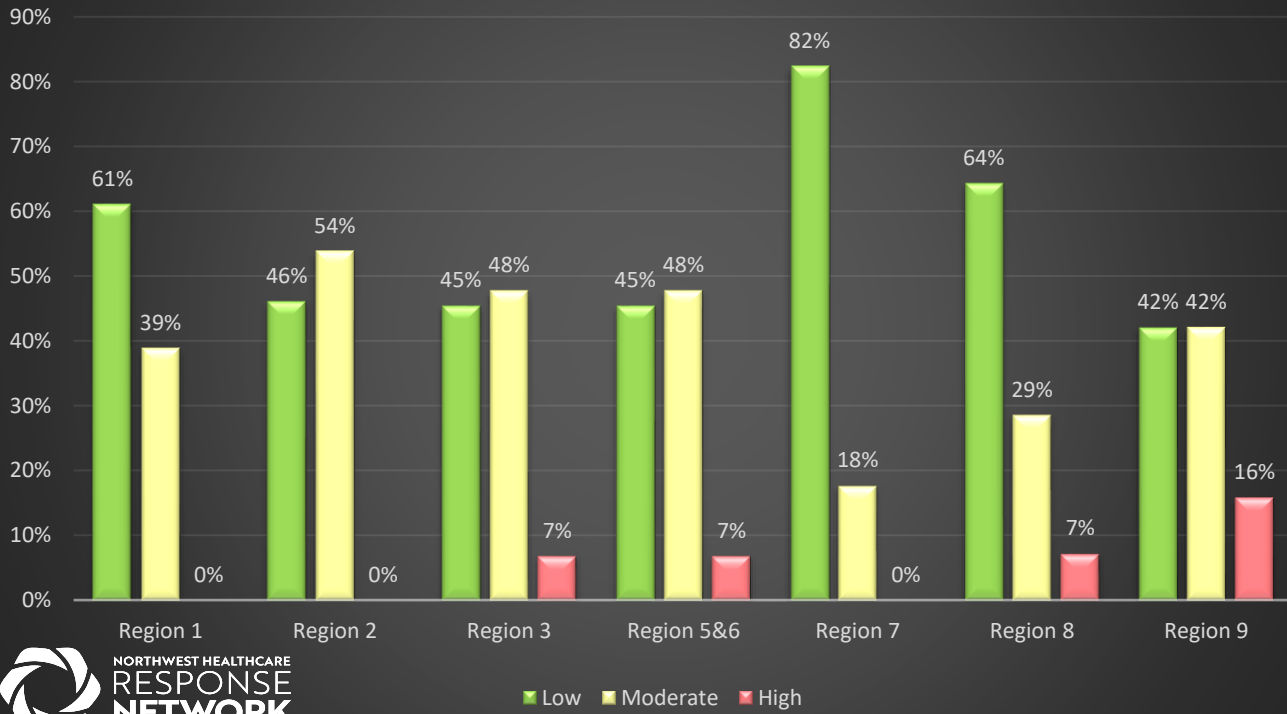
2026 HVA - Impact: Transportation Disruption Failure



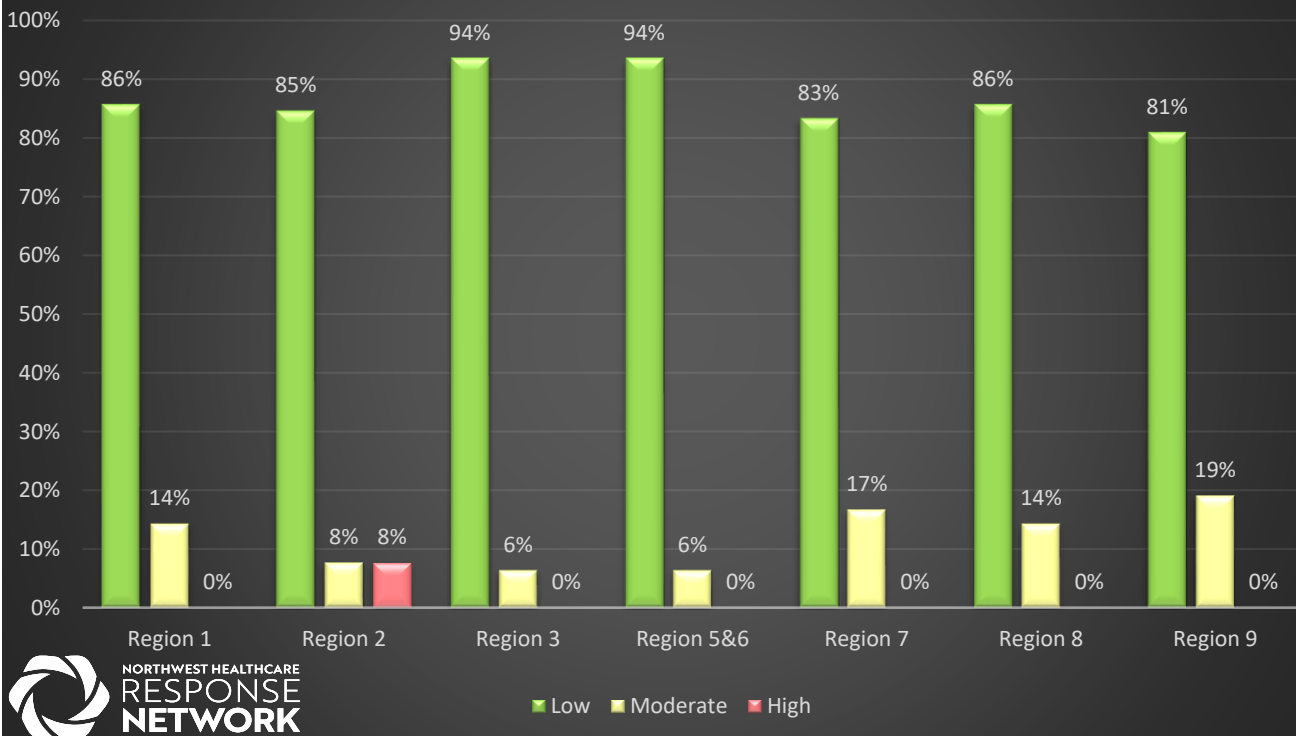
2026 HVA - Likelihood: Transportation Disruption / Failure



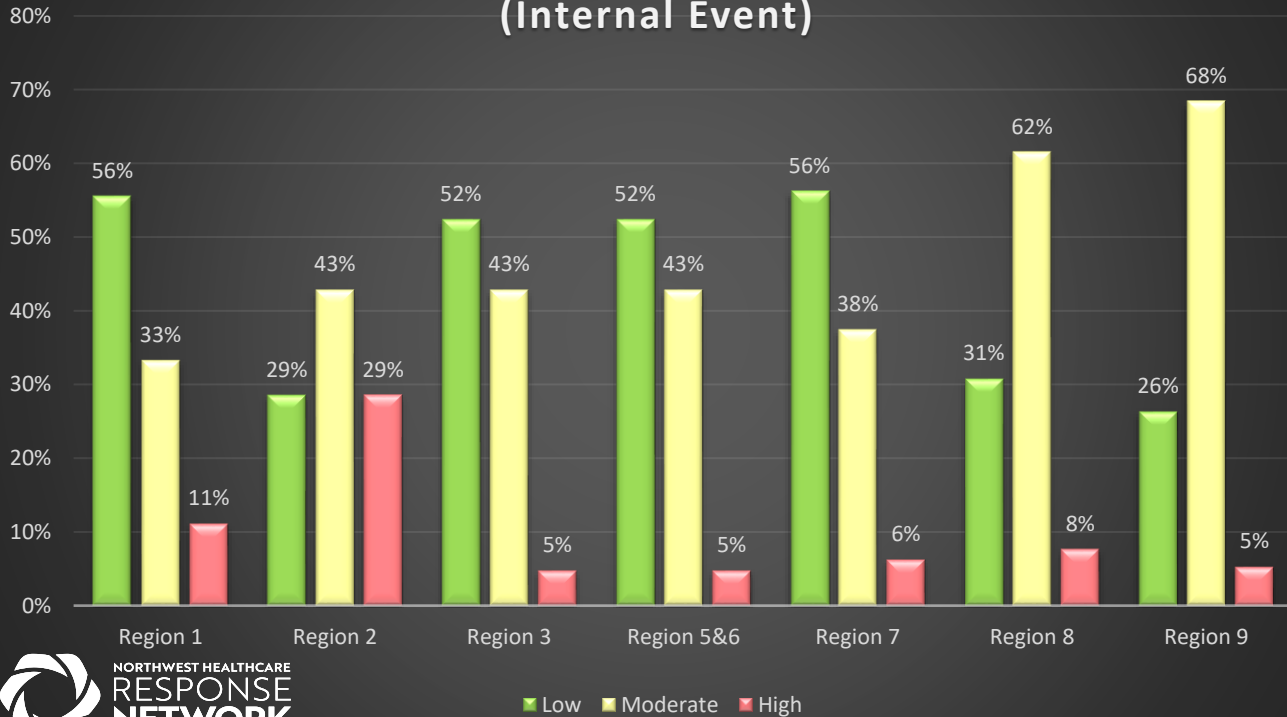
2026 HVA - Impact: Decontamination



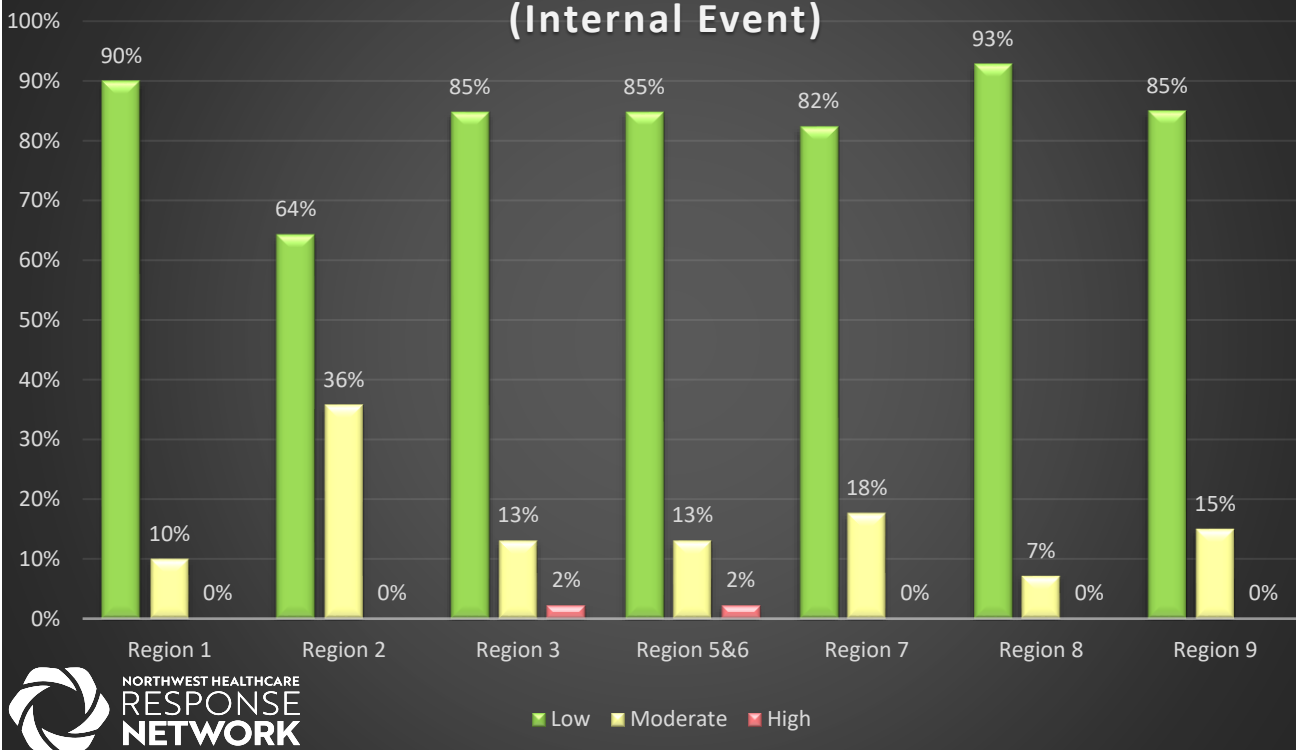
2026 HVA - Likelihood: Decontamination



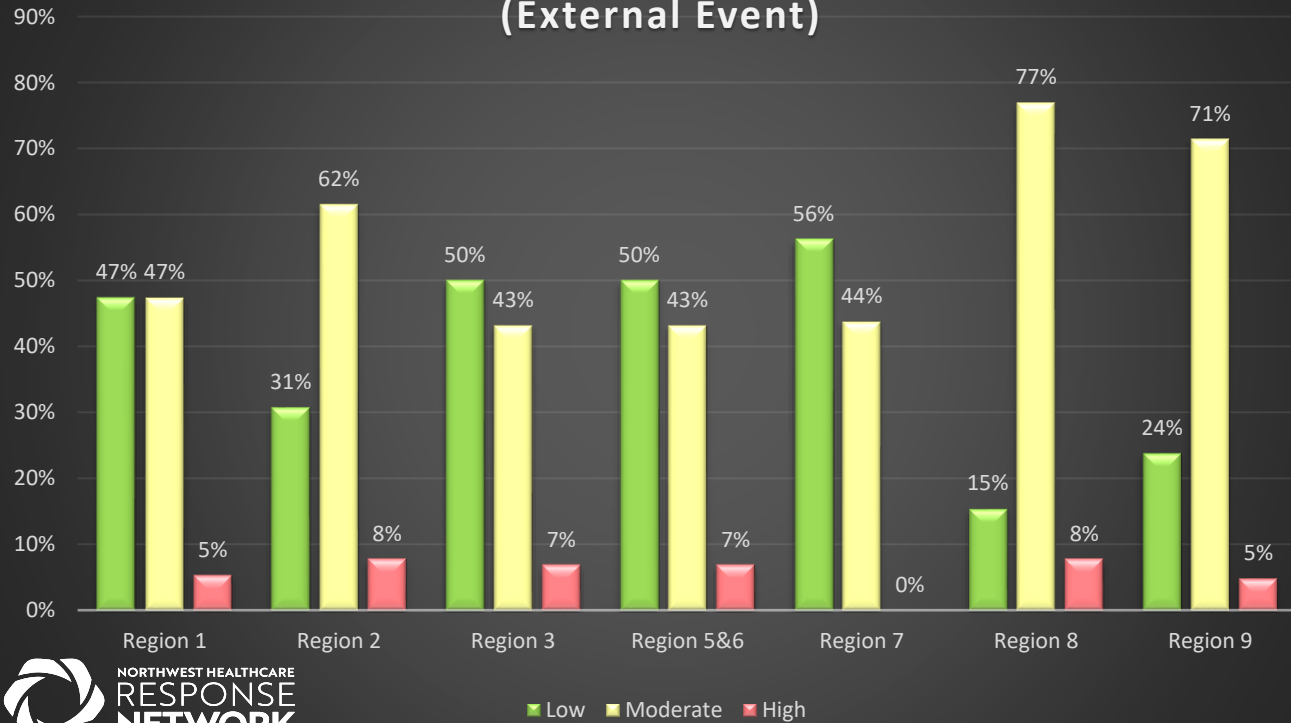
2026 HVA - Impact: Hazardous Materials (Internal Event)



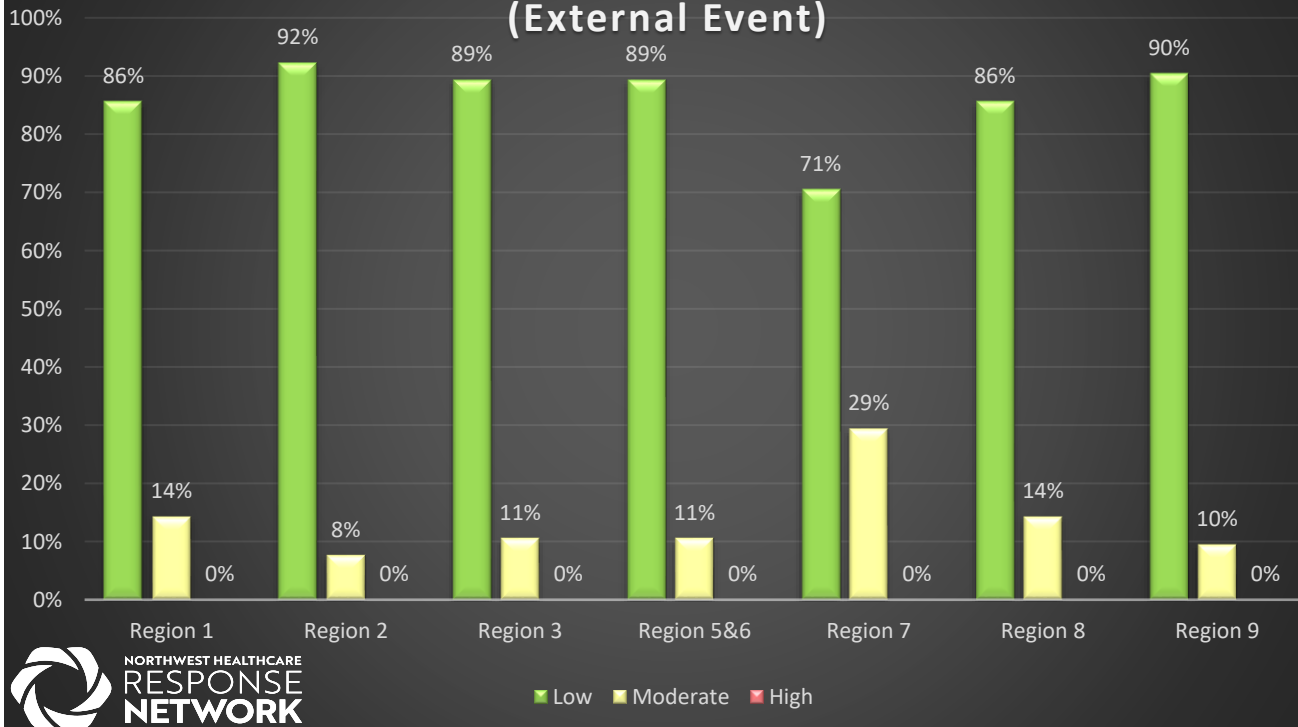
2026 HVA - Likelihood: Hazardous Materials (Internal Event)



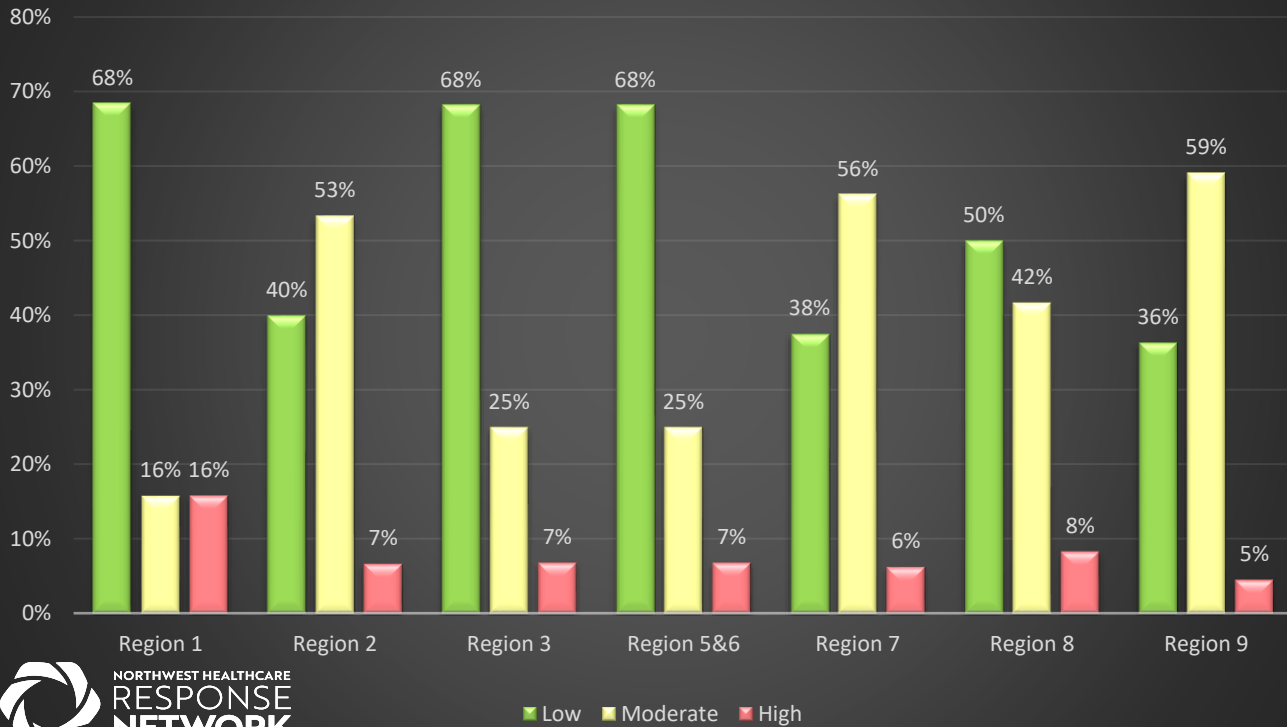
2026 HVA - Impact: Hazardous Materials (External Event)



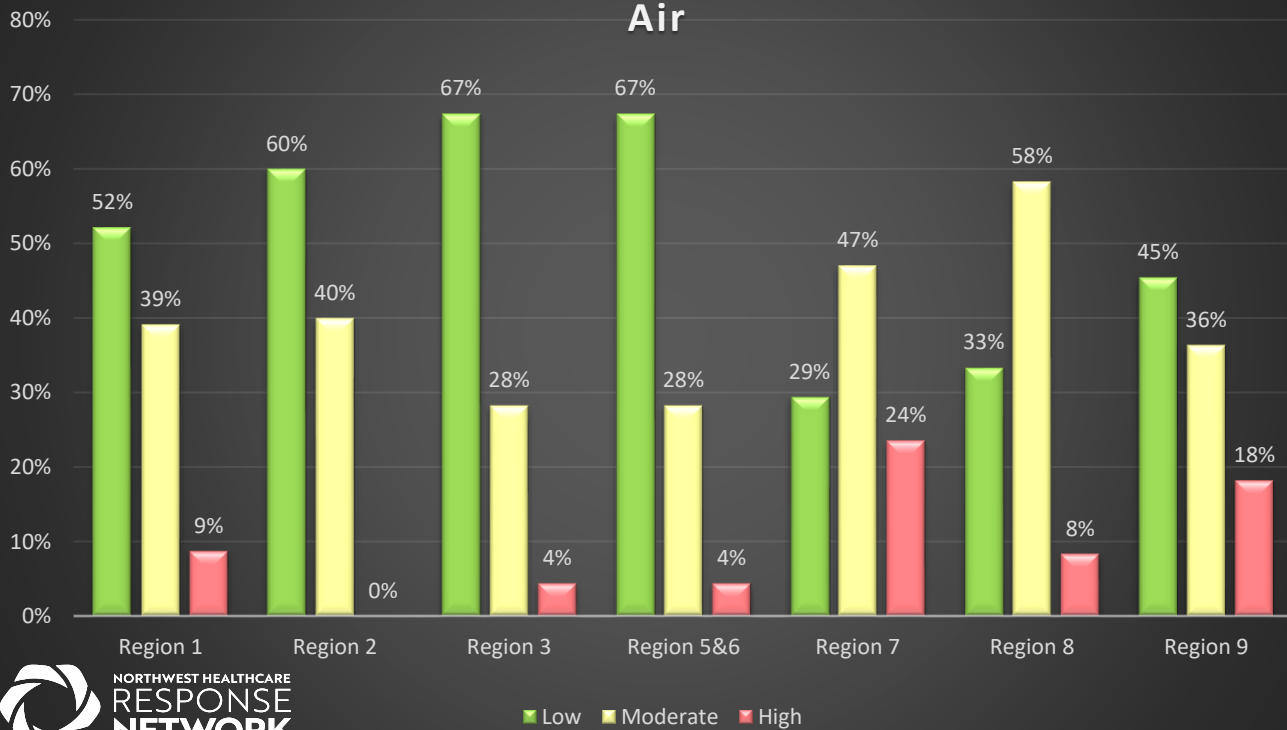
2026 HVA - Likelihood: Hazardous Materials (External Event)



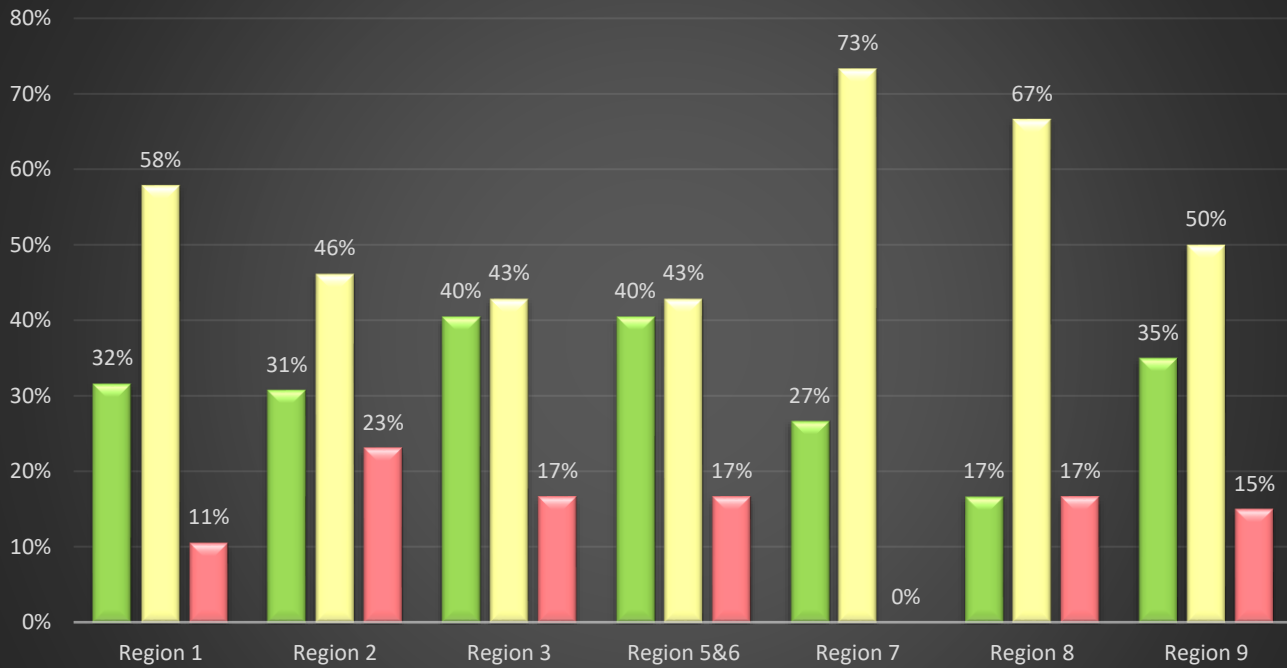
2026 HVA - Impact: Contamination of Outside Air



2026 HVA - Likelihood: Contamination of Outside Air



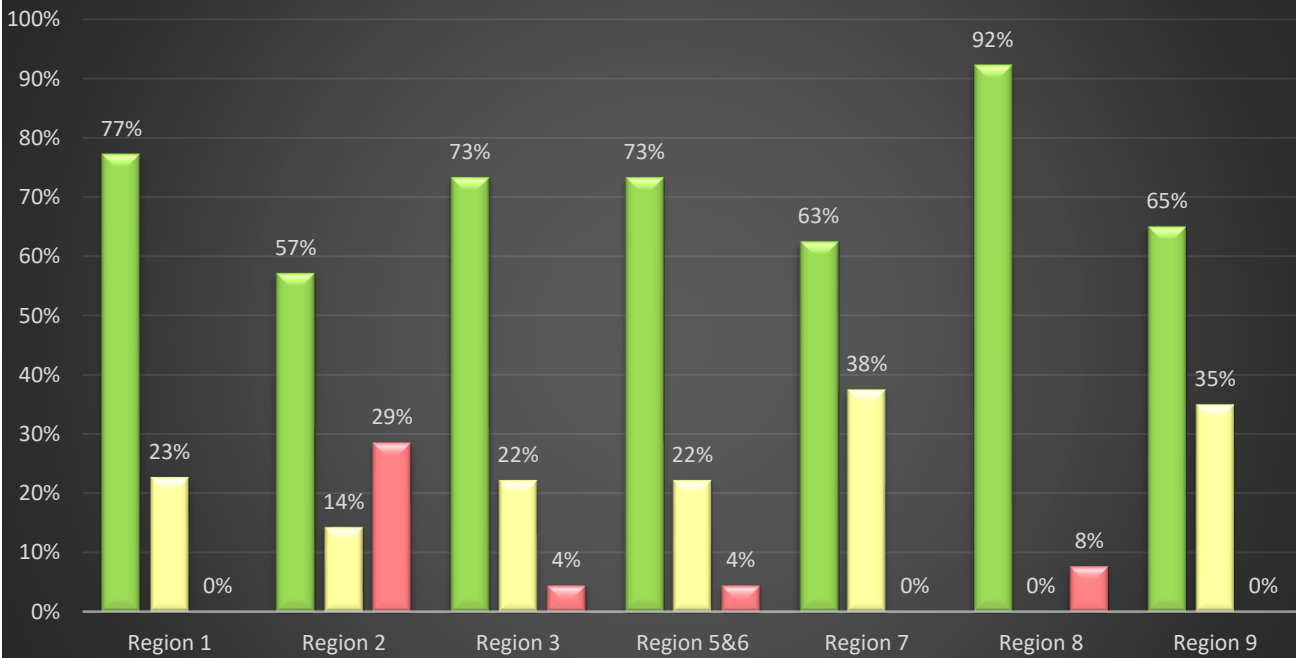
2026 HVA - Impact: Surge - Traumatic Event



NORTHWEST HEALTHCARE
RESPONSE
NETWORK

■ Low ■ Moderate ■ High

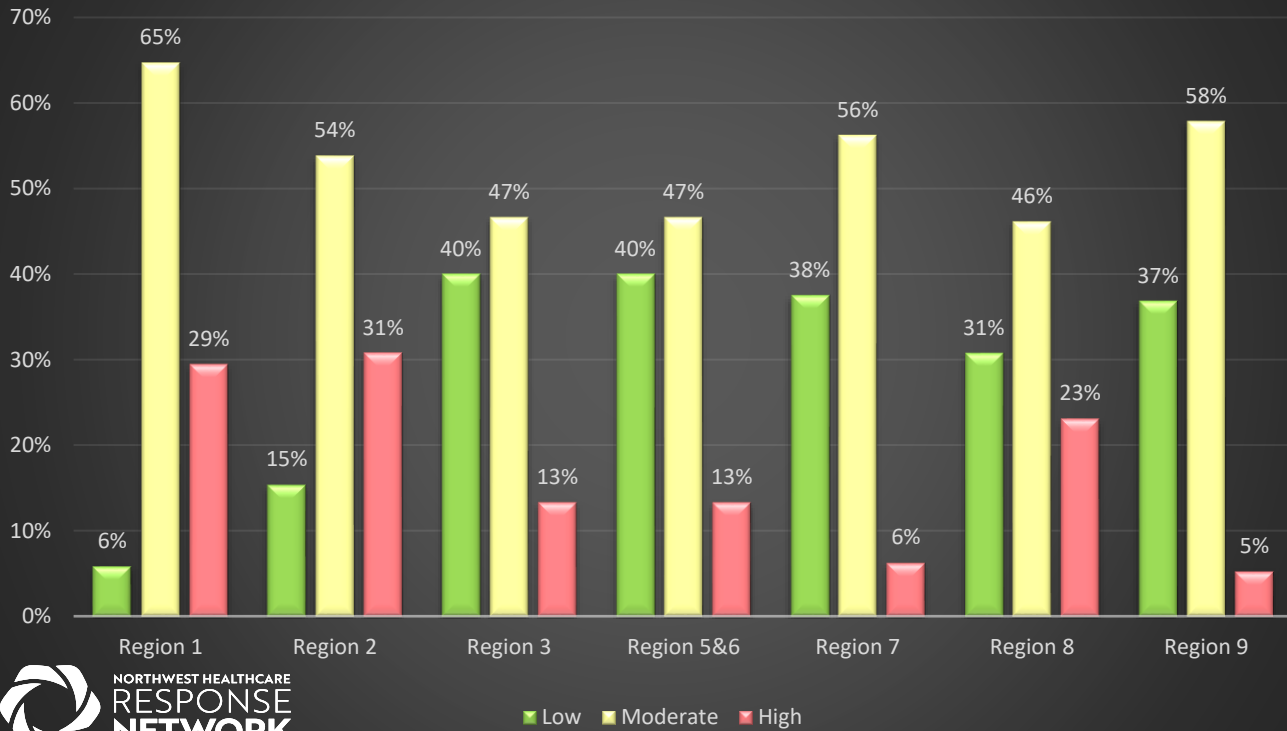
2026 HVA - Likelihood: Surge - Traumatic Event



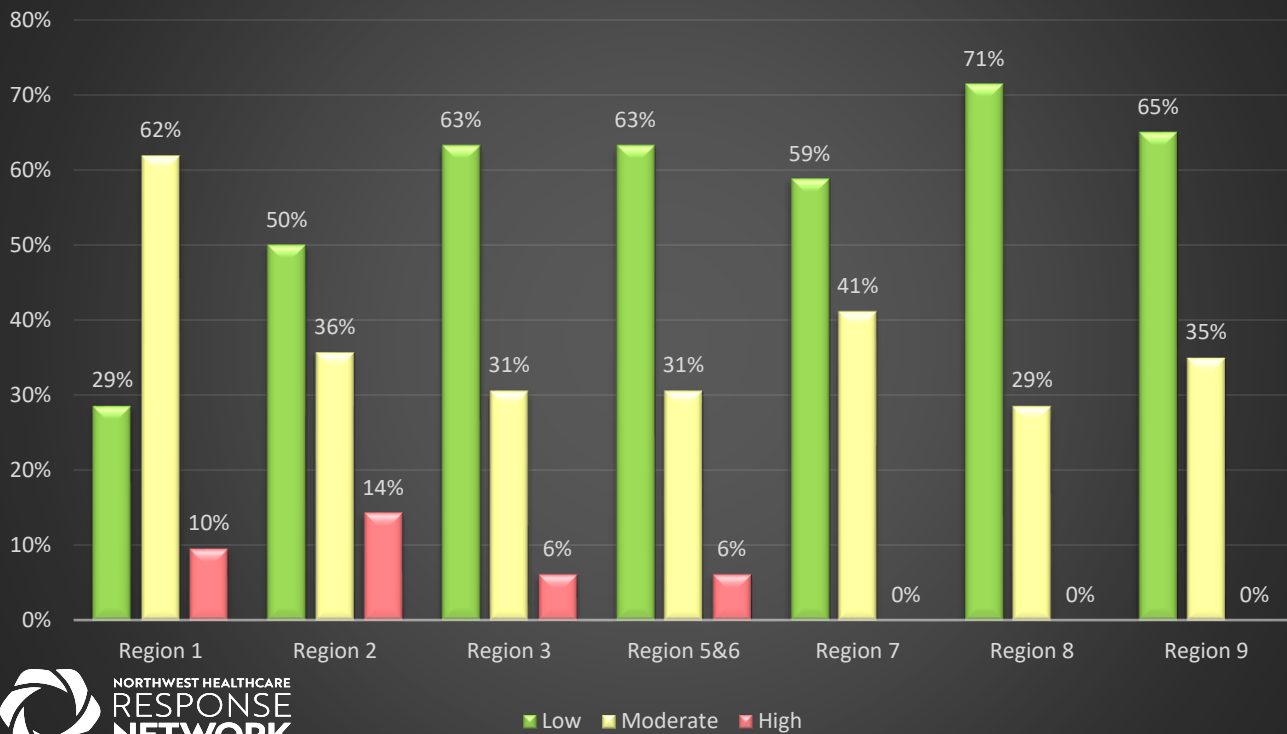
NORTHWEST HEALTHCARE
RESPONSE
NETWORK

■ Low ■ Moderate ■ High

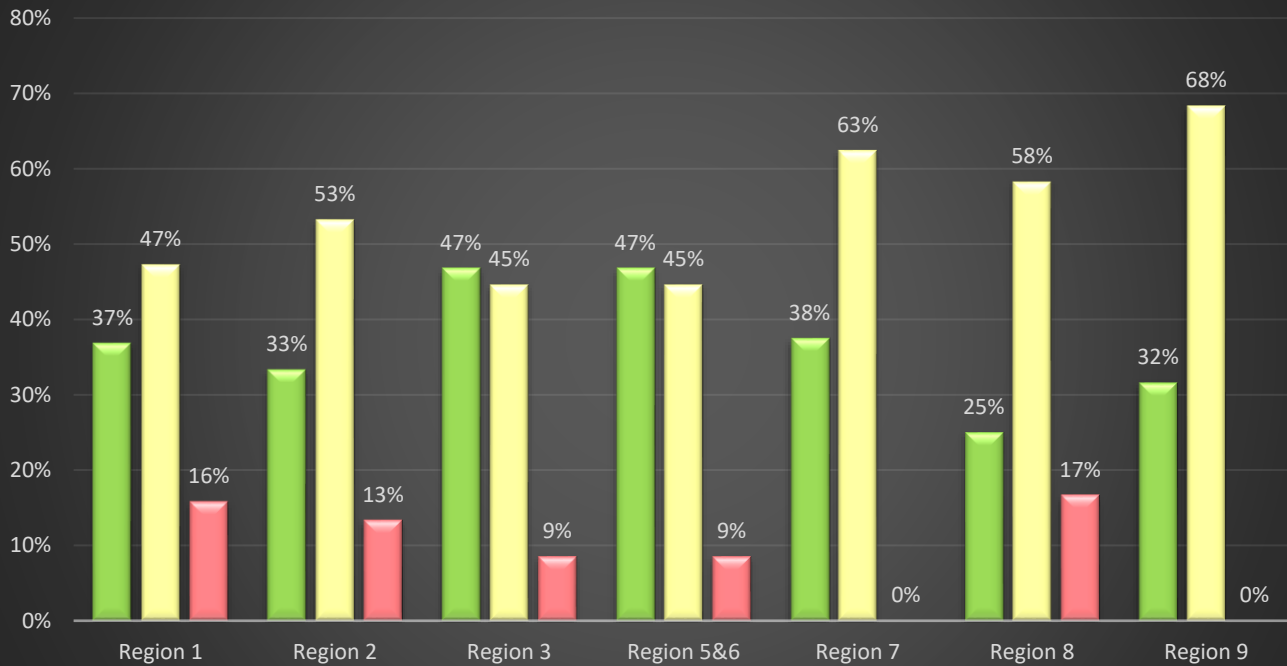
2026 HVA - Impact: Surge - Medical Event



2026 HVA - Likelihood: Surge - Medical Event

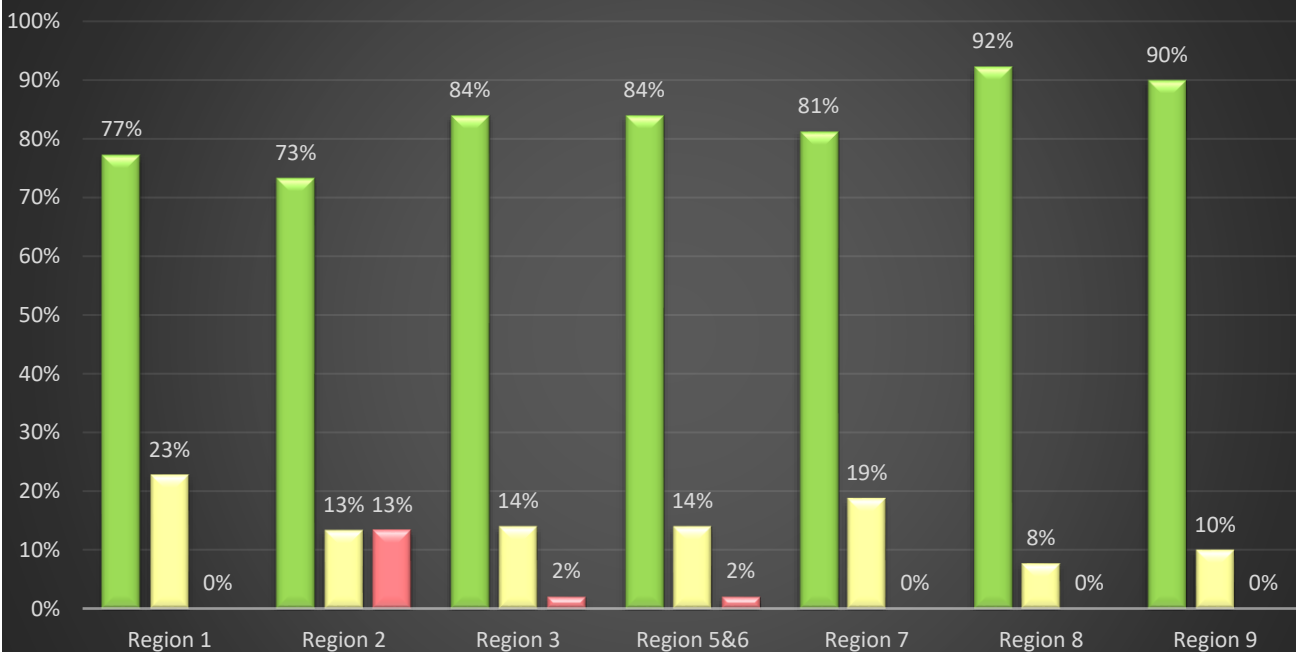


2026 HVA - Impact: Surge - Other



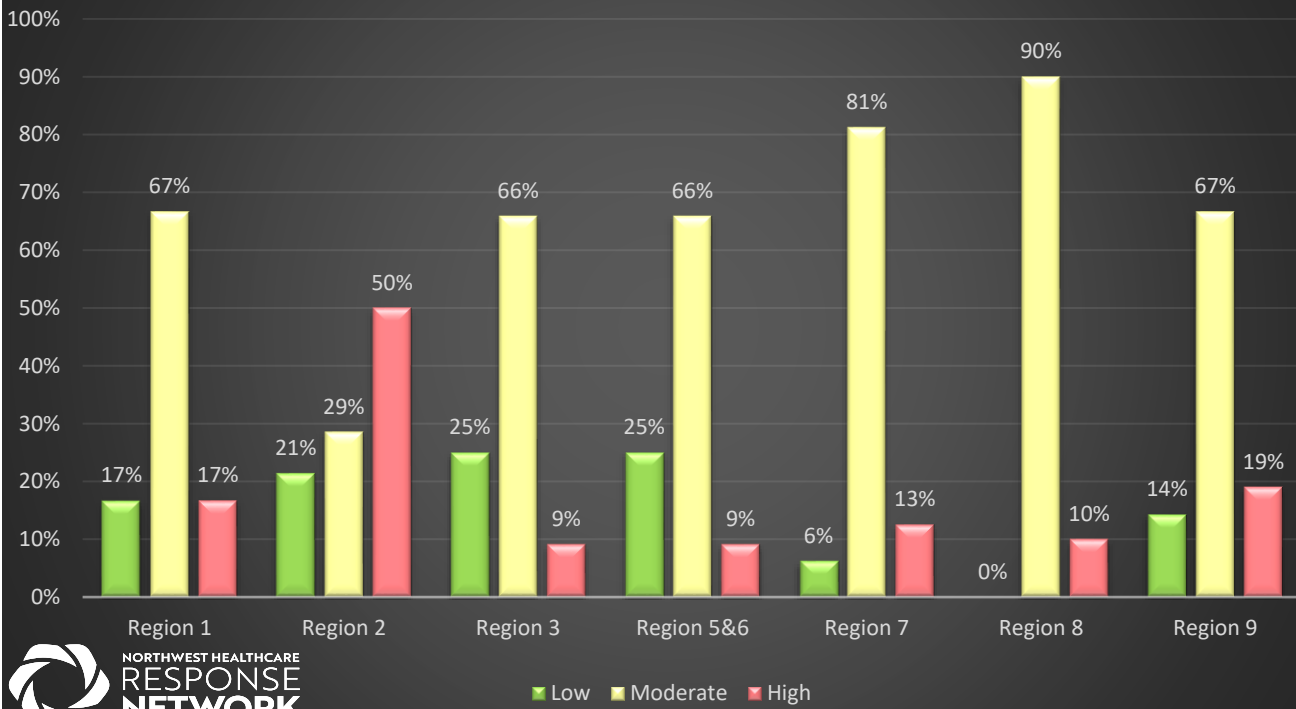
Low Moderate High

2026 HVA - Likelihood: Surge - Other

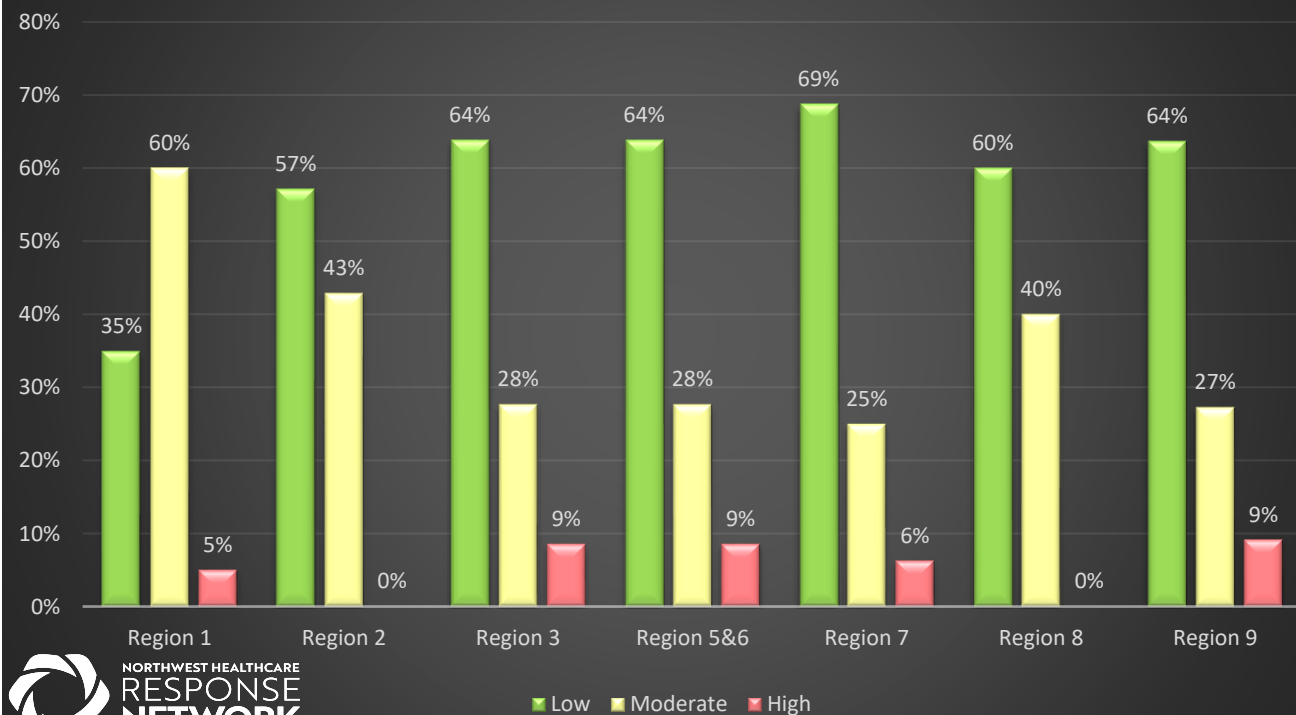


Low Moderate High

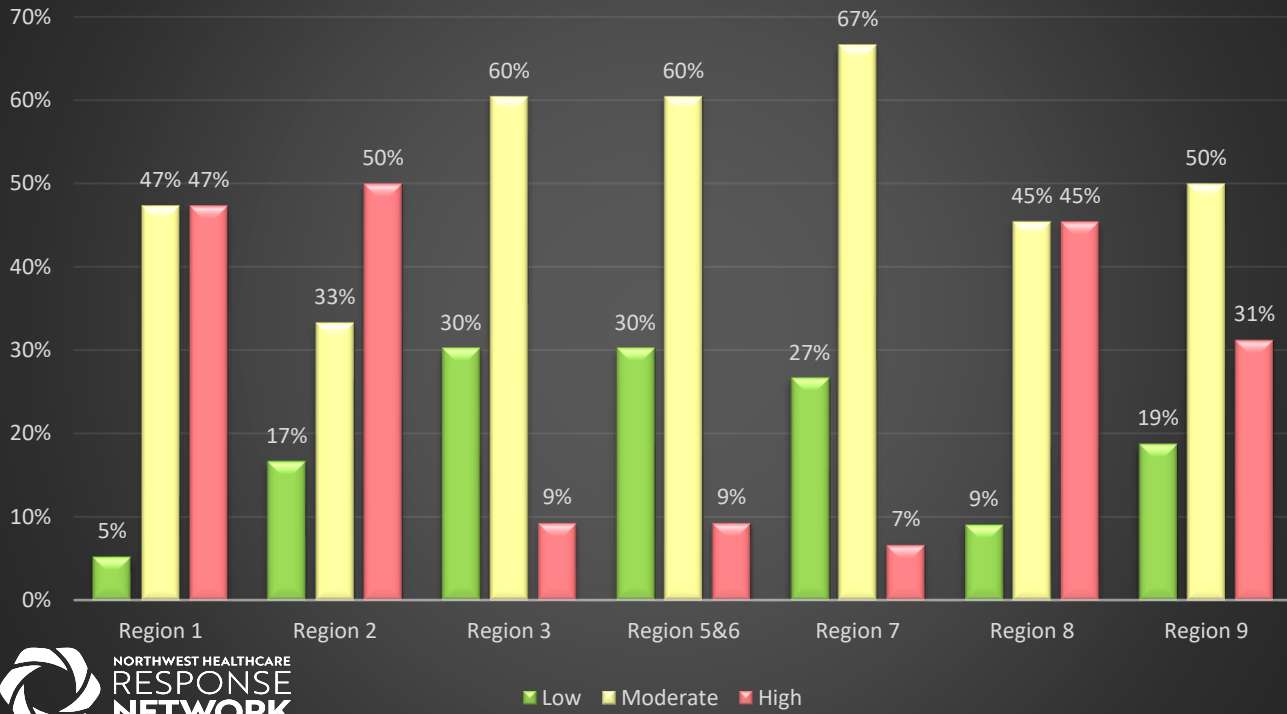
2026 HVA - Impact: Infectious Disease Outbreak



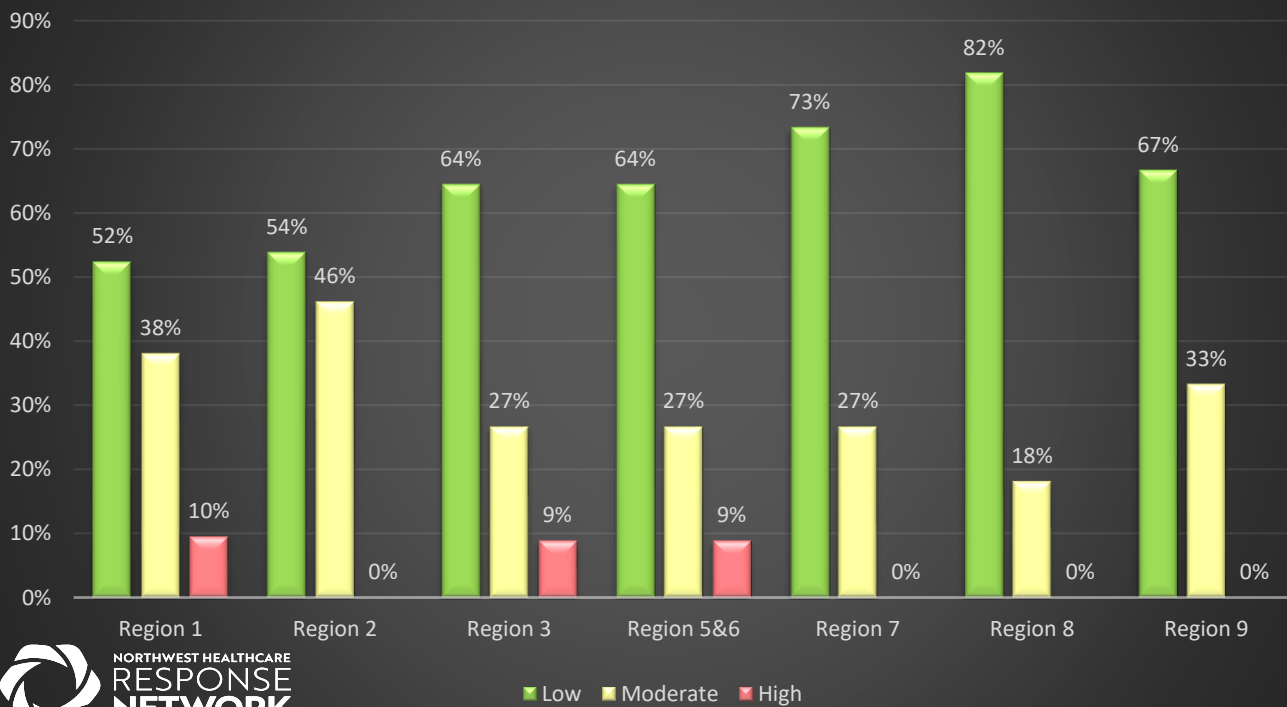
2026 HVA - Likelihood: Infectious Disease Outbreak



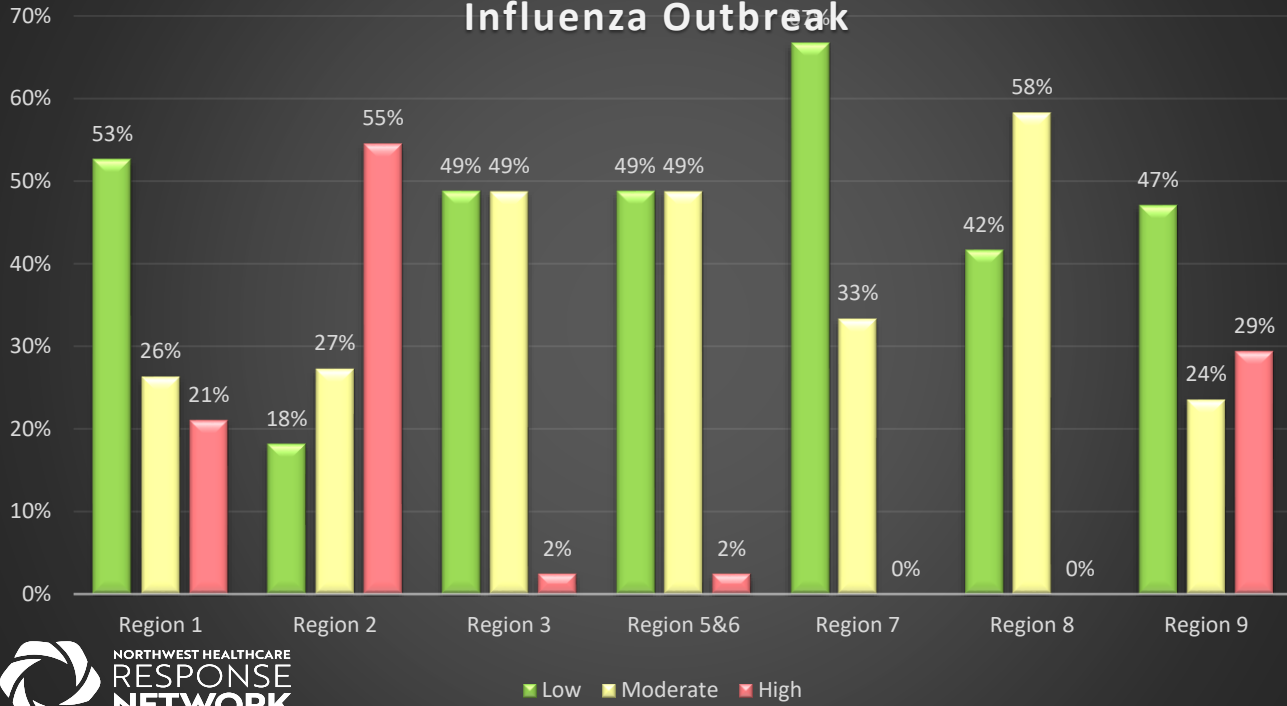
2026 HVA - Impact: Influenza Pandemic



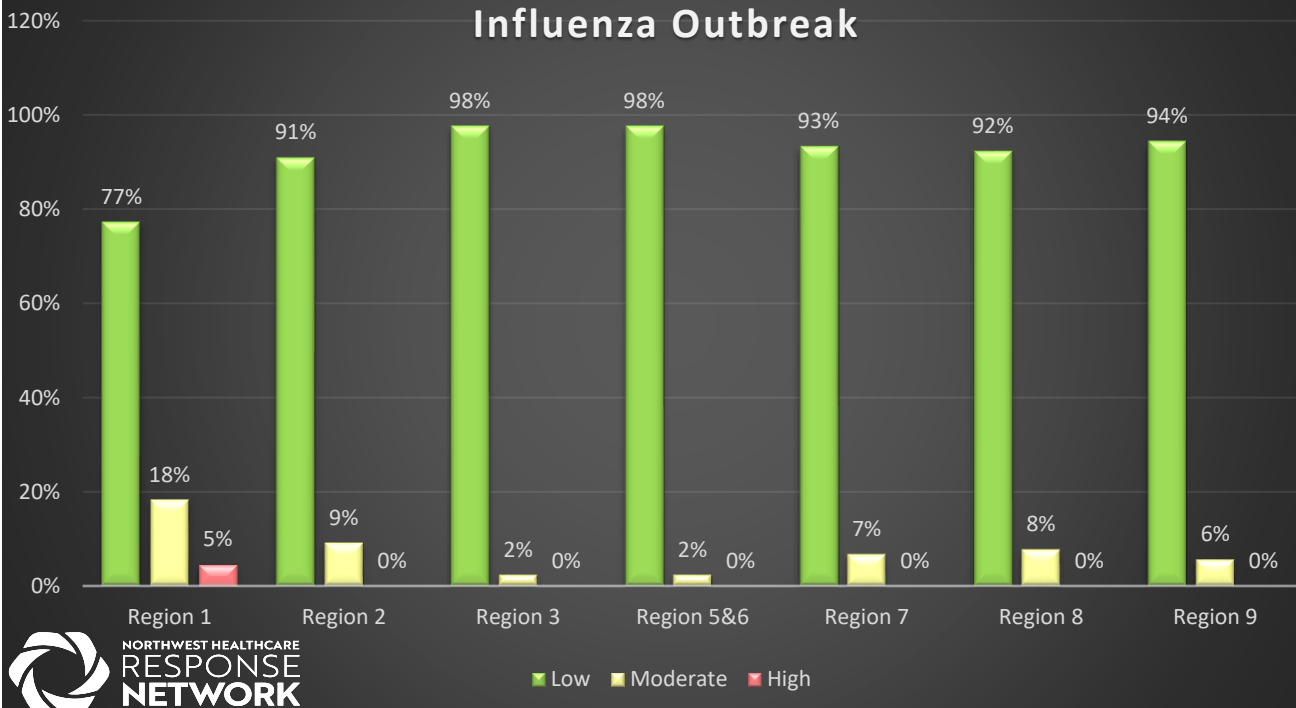
2026 HVA - Likelihood: Influenza Pandemic



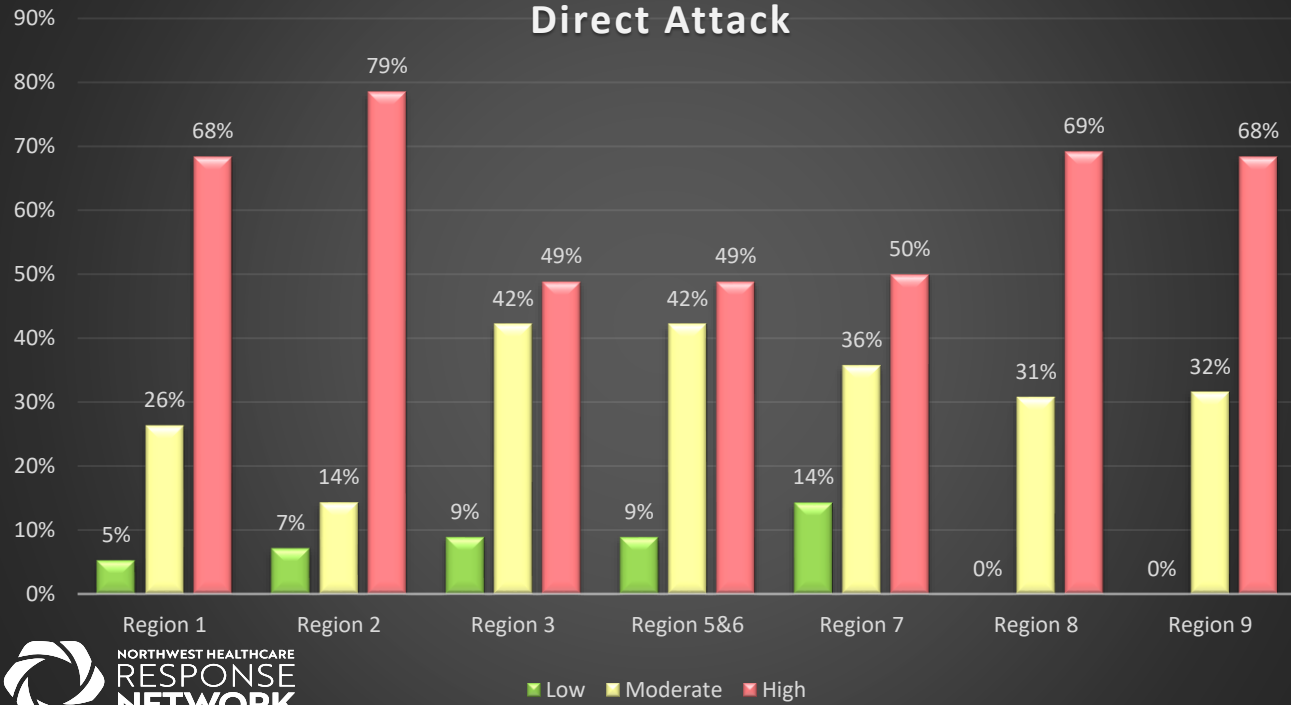
2026 HVA - Impact: High Pathogenic Avian Influenza Outbreak



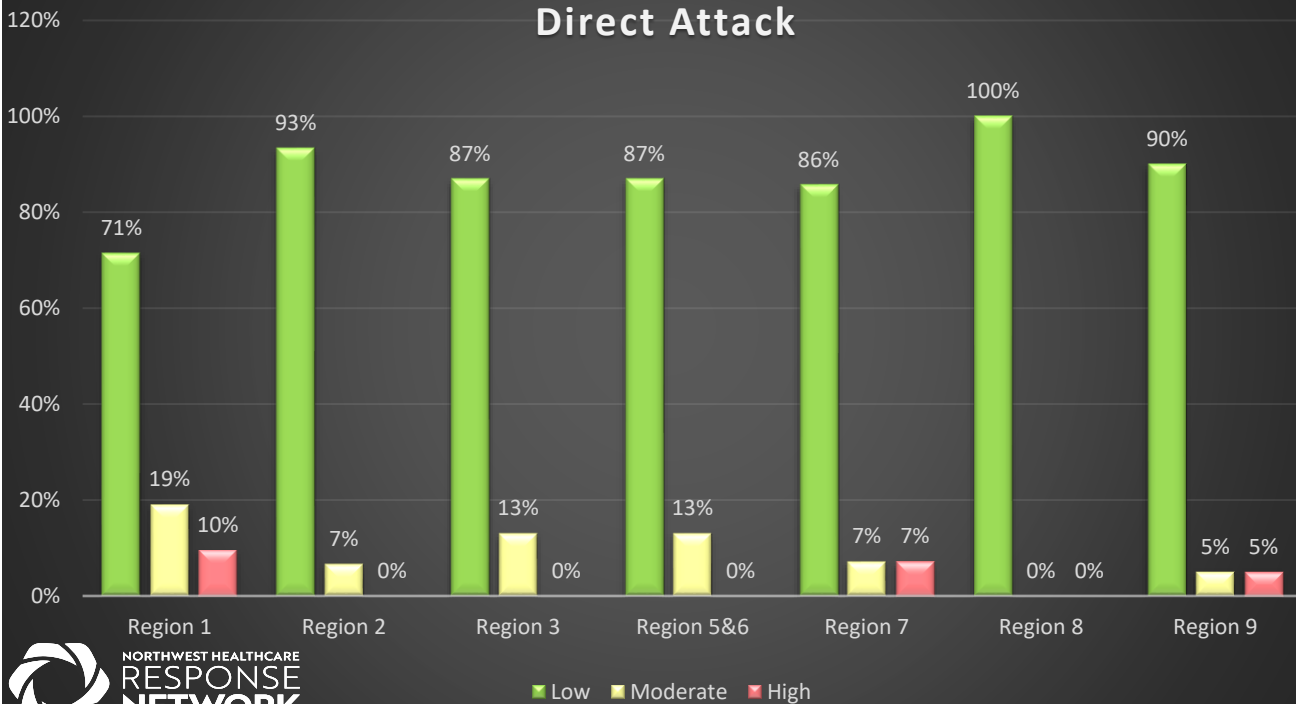
2026 HVA - Likelihood: High Pathogenic Avian Influenza Outbreak



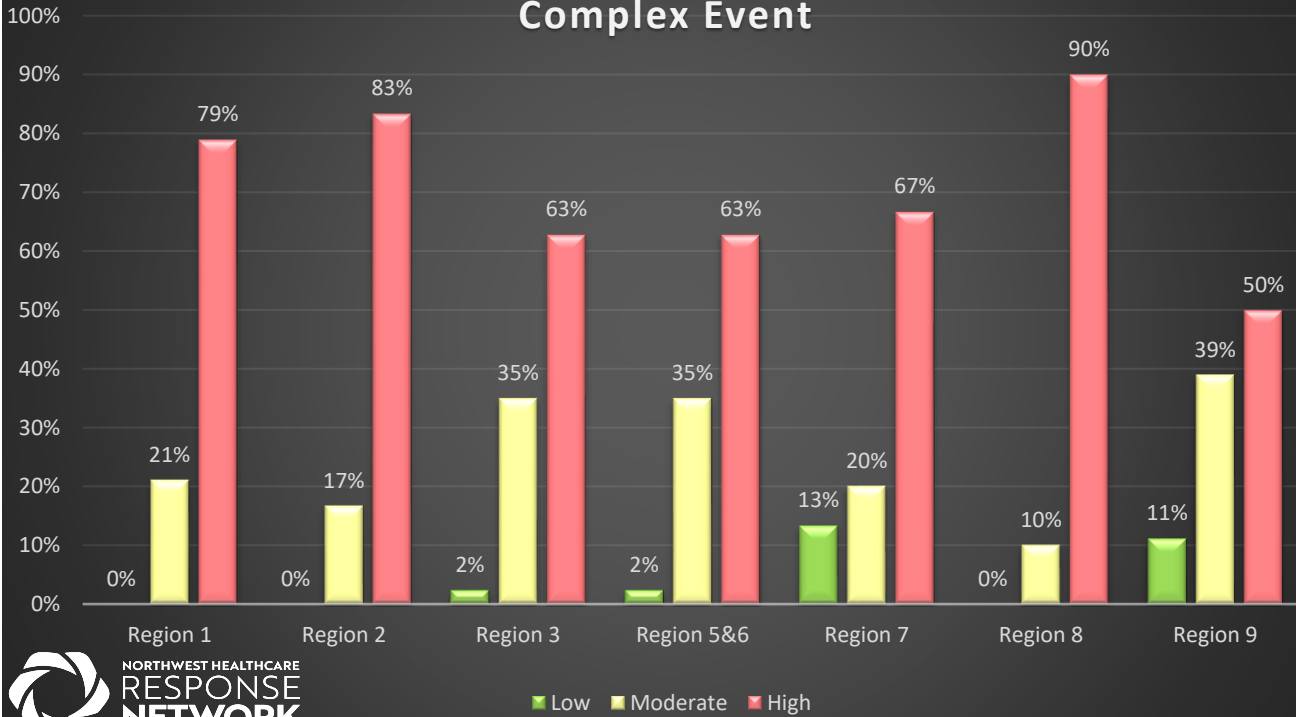
2026 HVA - Impact: Mass Casualty Incident Direct Attack



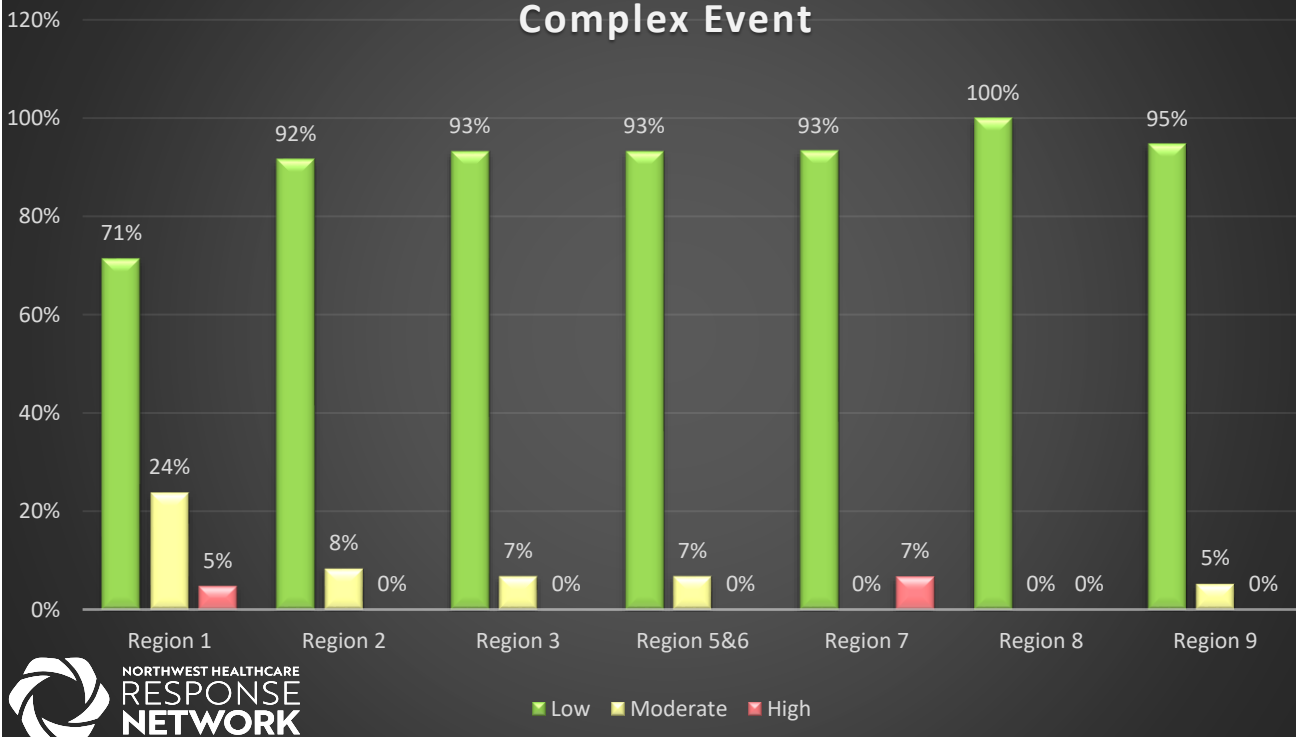
2026 HVA - Likelihood: Mass Casualty Incident Direct Attack



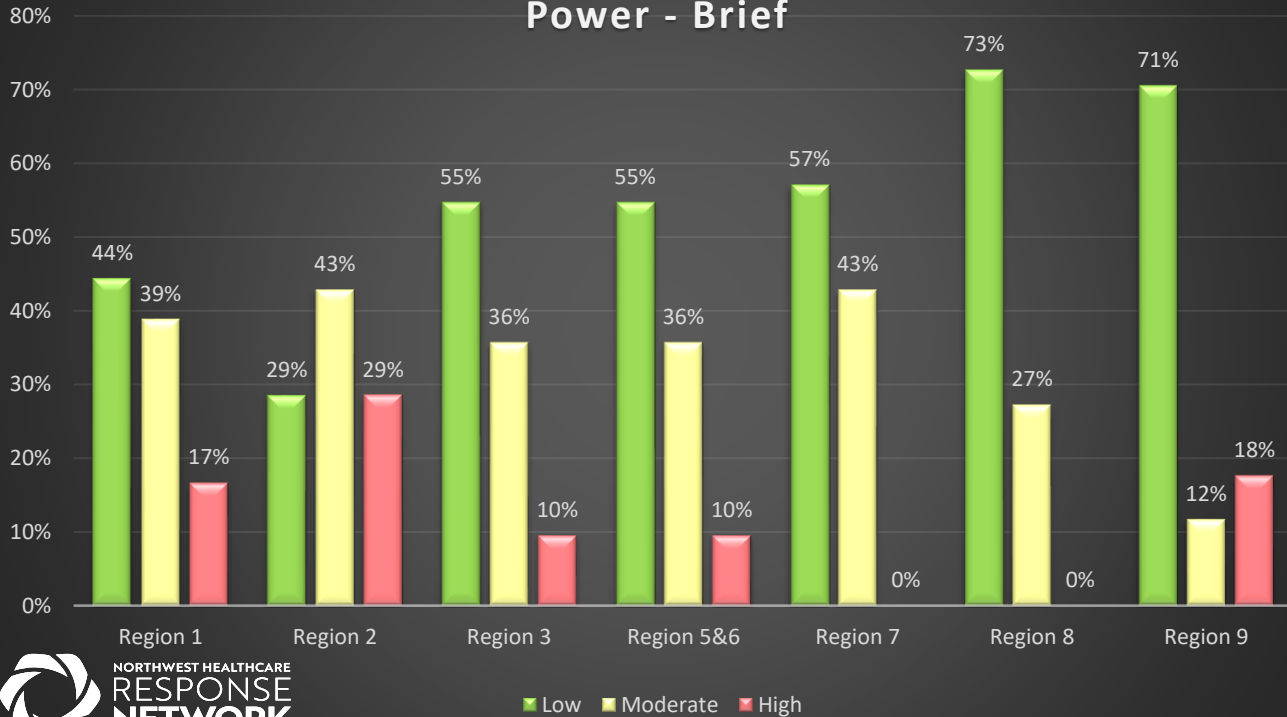
2026 HVA - Impact: Mass Casualty Incident Complex Event



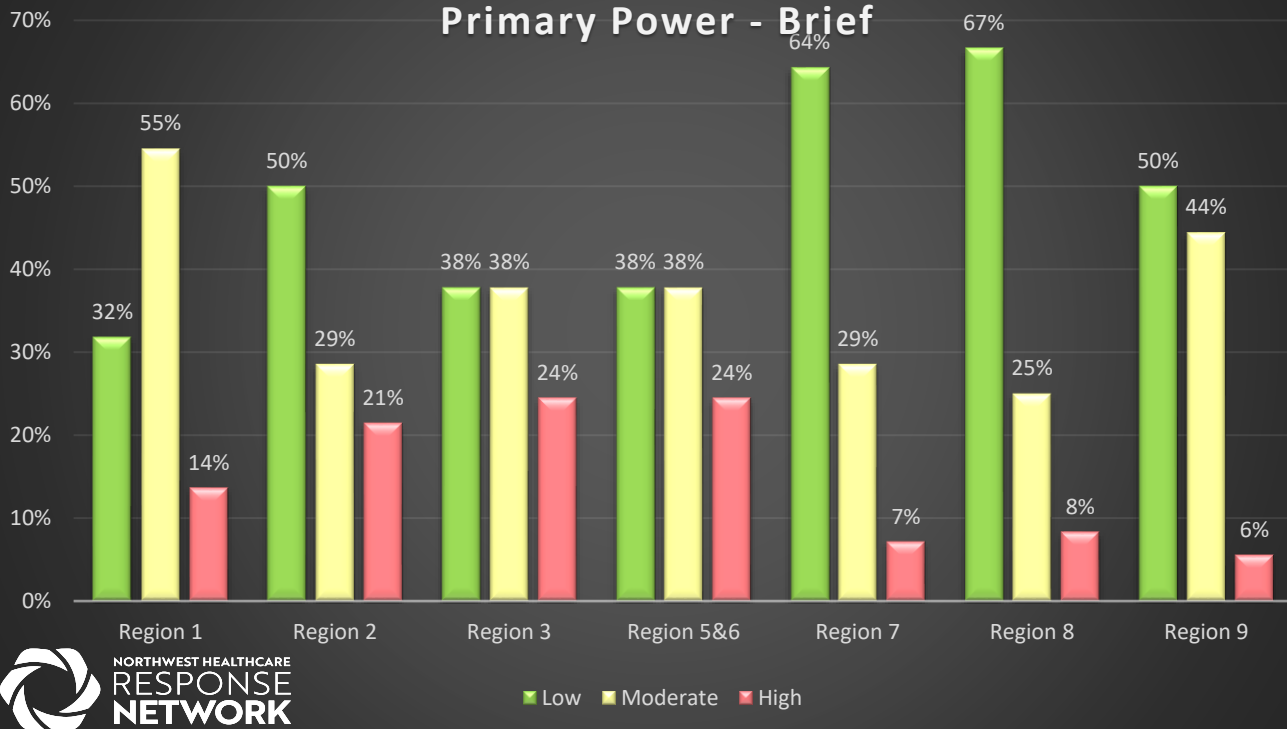
2026 HVA - Likelihood: Mass Casualty Incident Complex Event



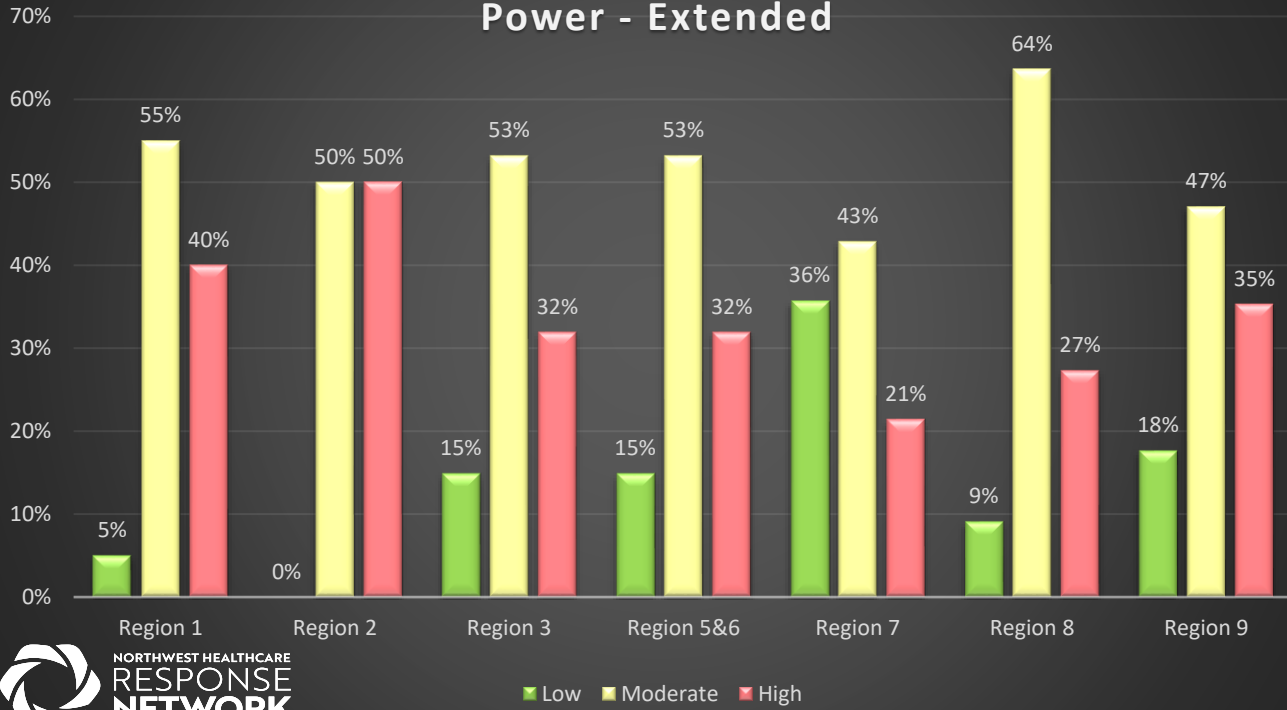
2026 HVA - Impact: Loss of Commercial or Primary Power - Brief



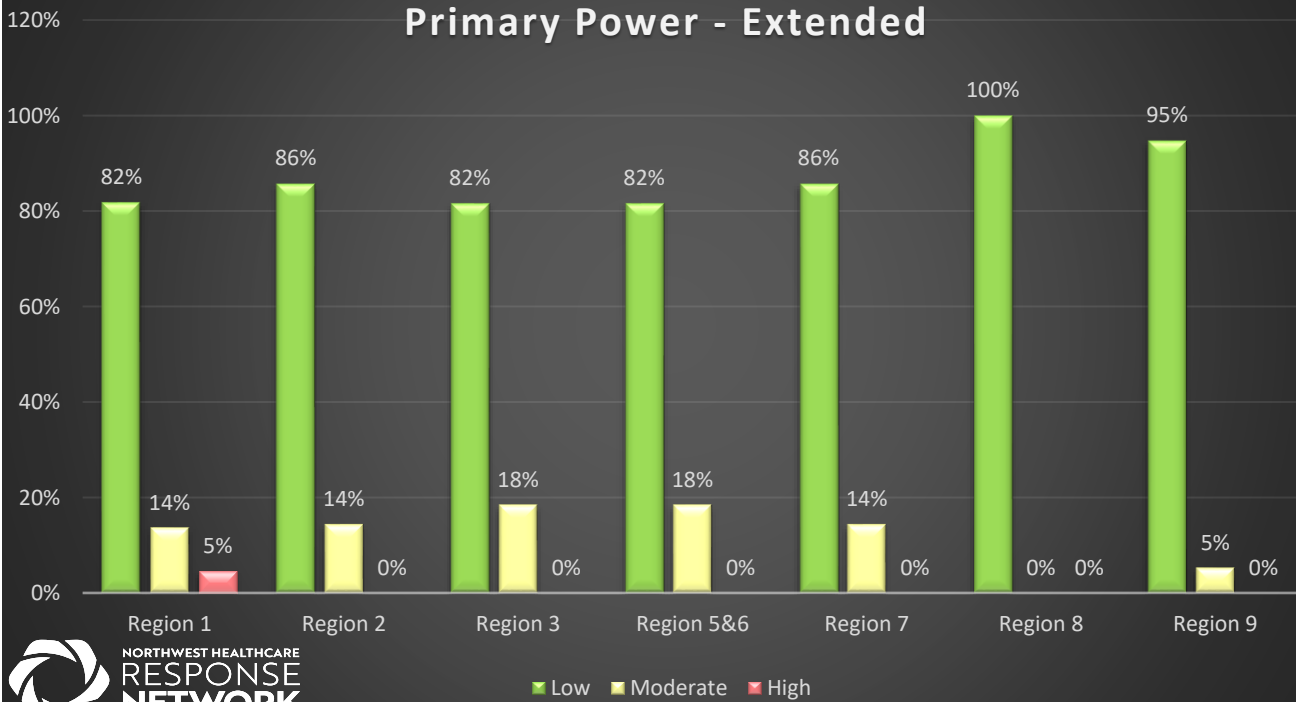
2026 HVA - Likelihood: Loss of Commercial or Primary Power - Brief



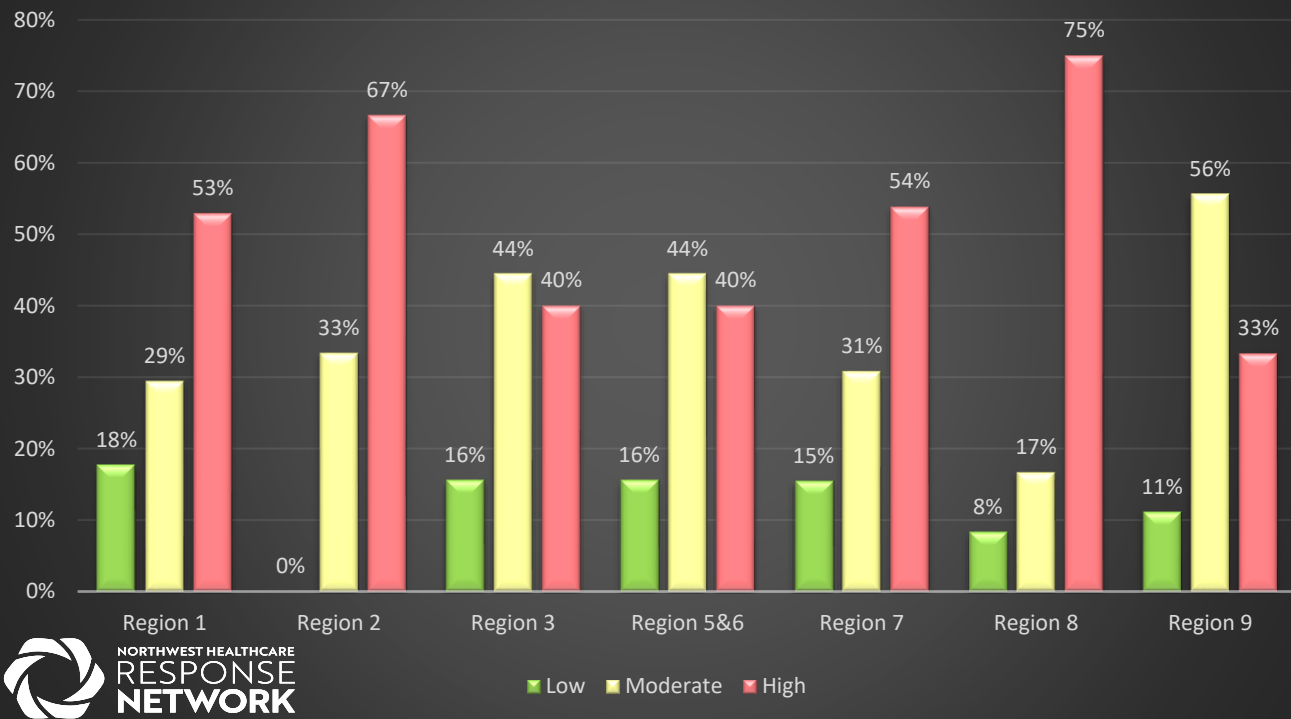
2026 HVA - Impact: Loss of Commercial or Primary Power - Extended



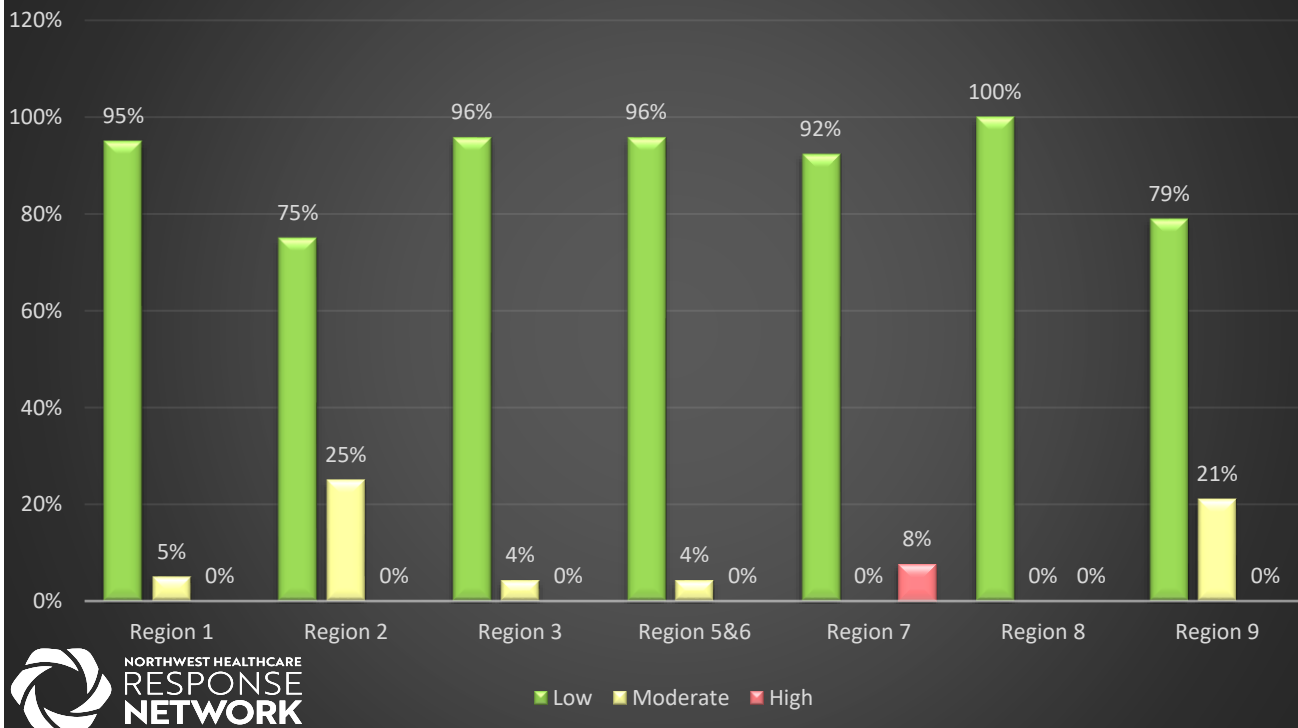
2026 HVA - Likelihood: Loss of Commercial or Primary Power - Extended



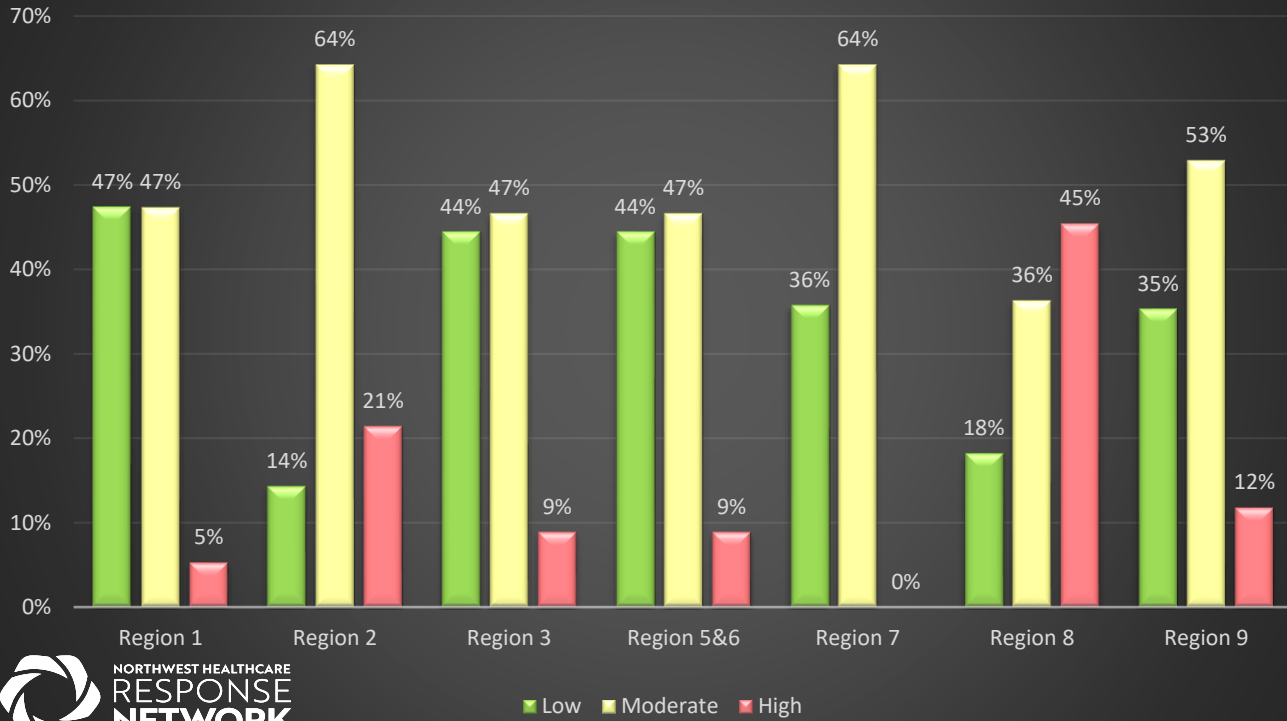
2026 HVA - Impact: Loss of Generator Power



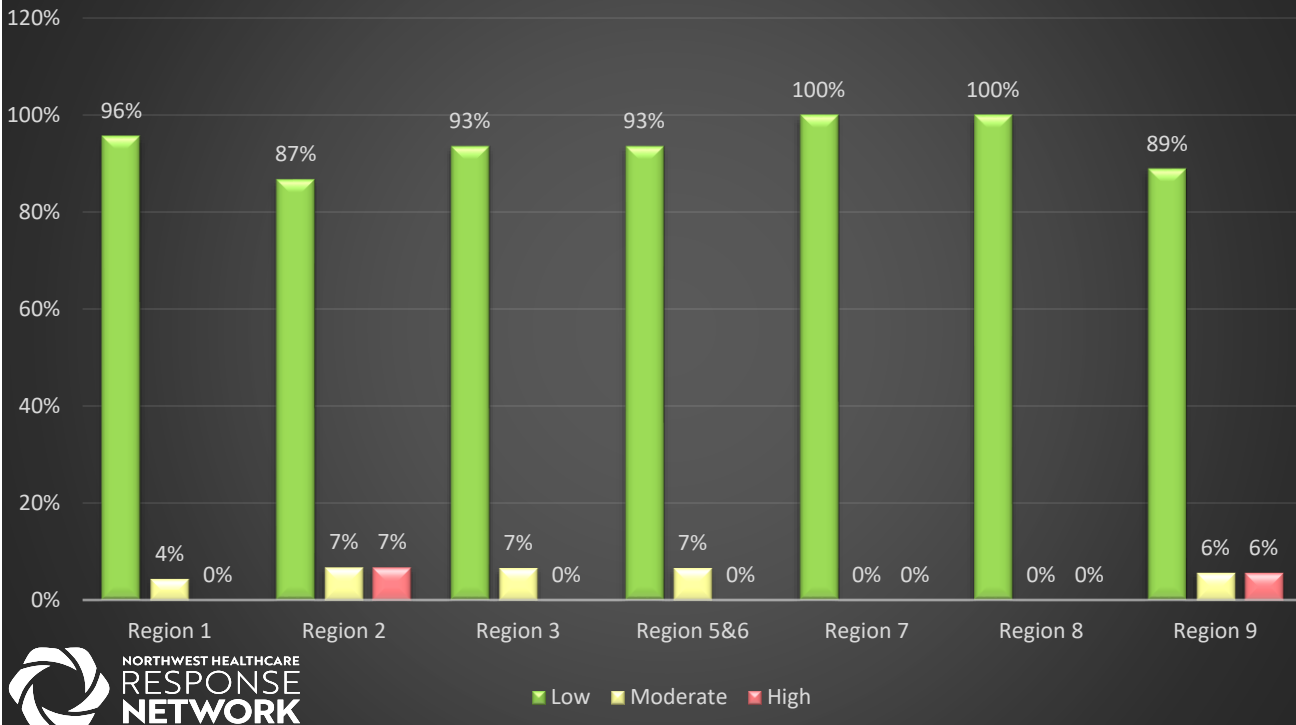
2026 HVA - Likelihood: Loss of Generator Power



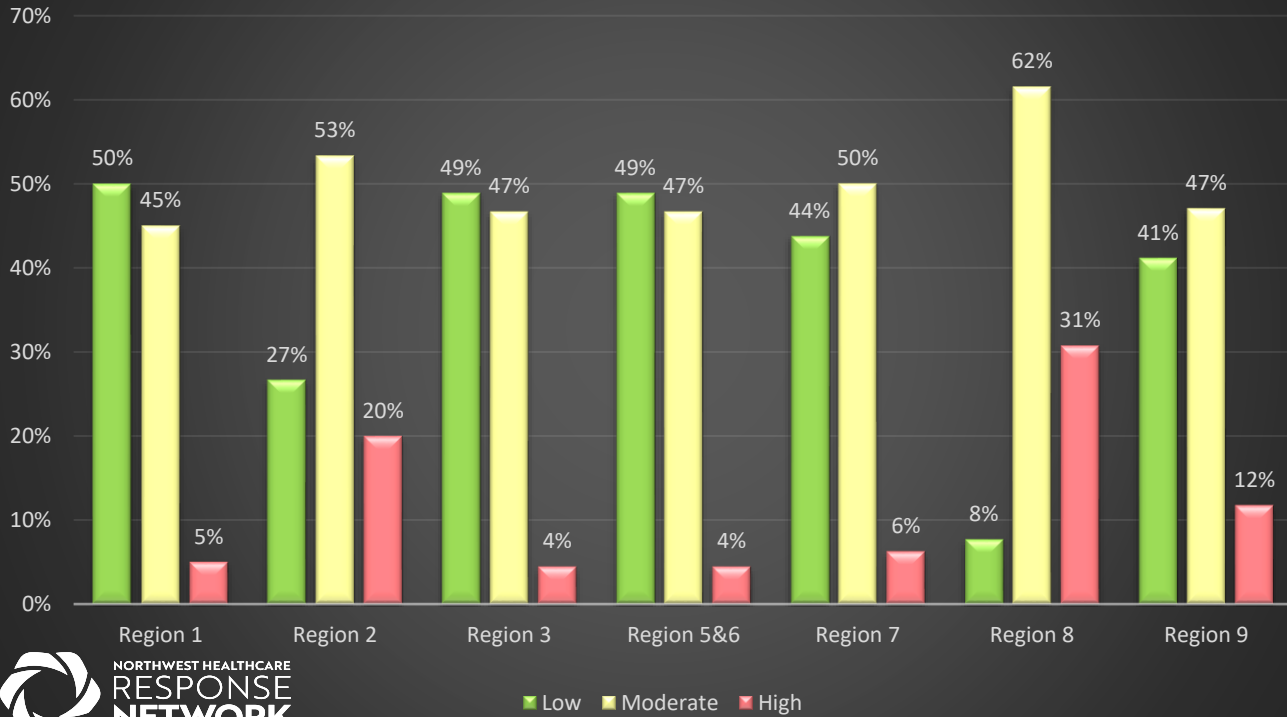
2026 HVA - Impact: Loss of Heating



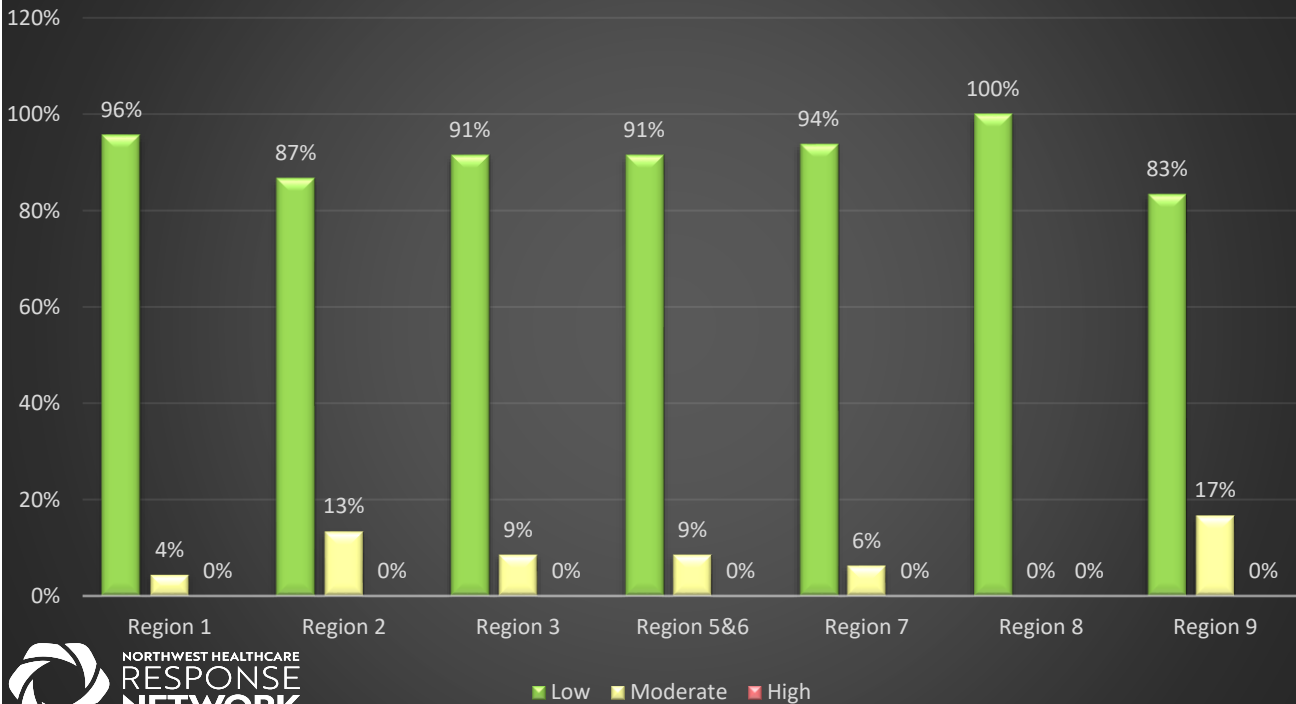
2026 HVA - Likelihood: Loss of Heating



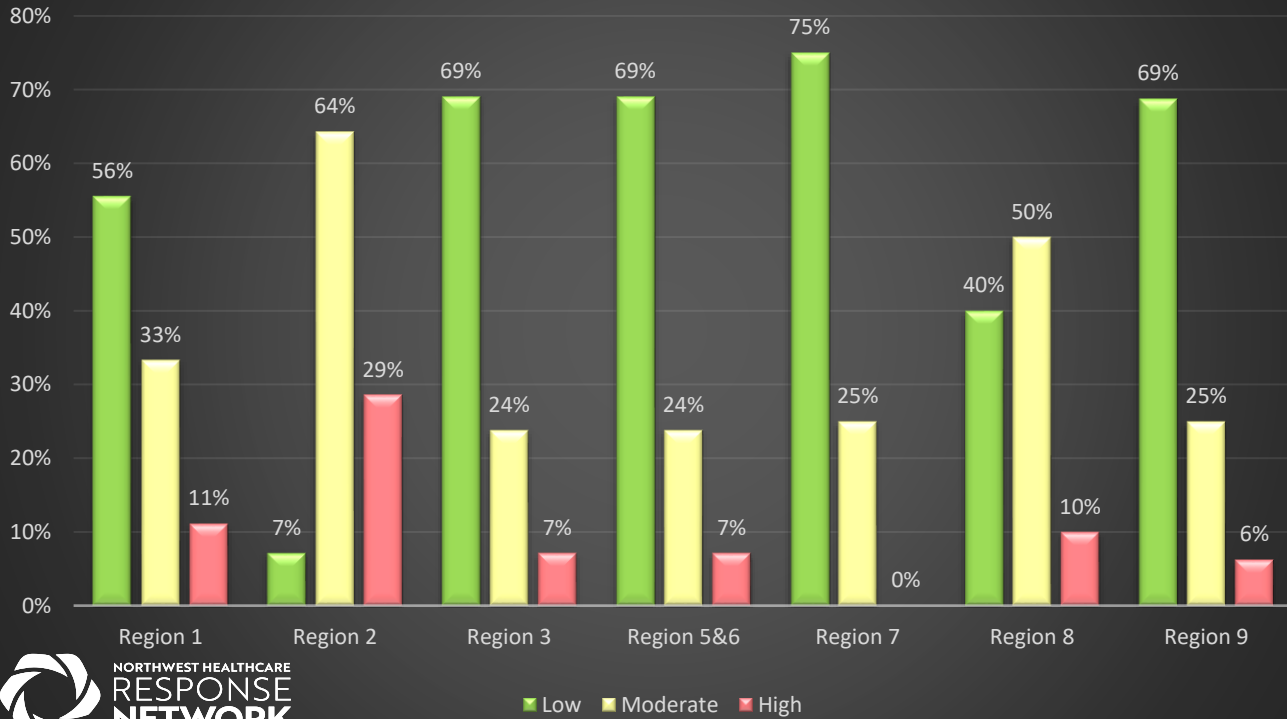
2026 HVA - Impact: Loss of Cooling



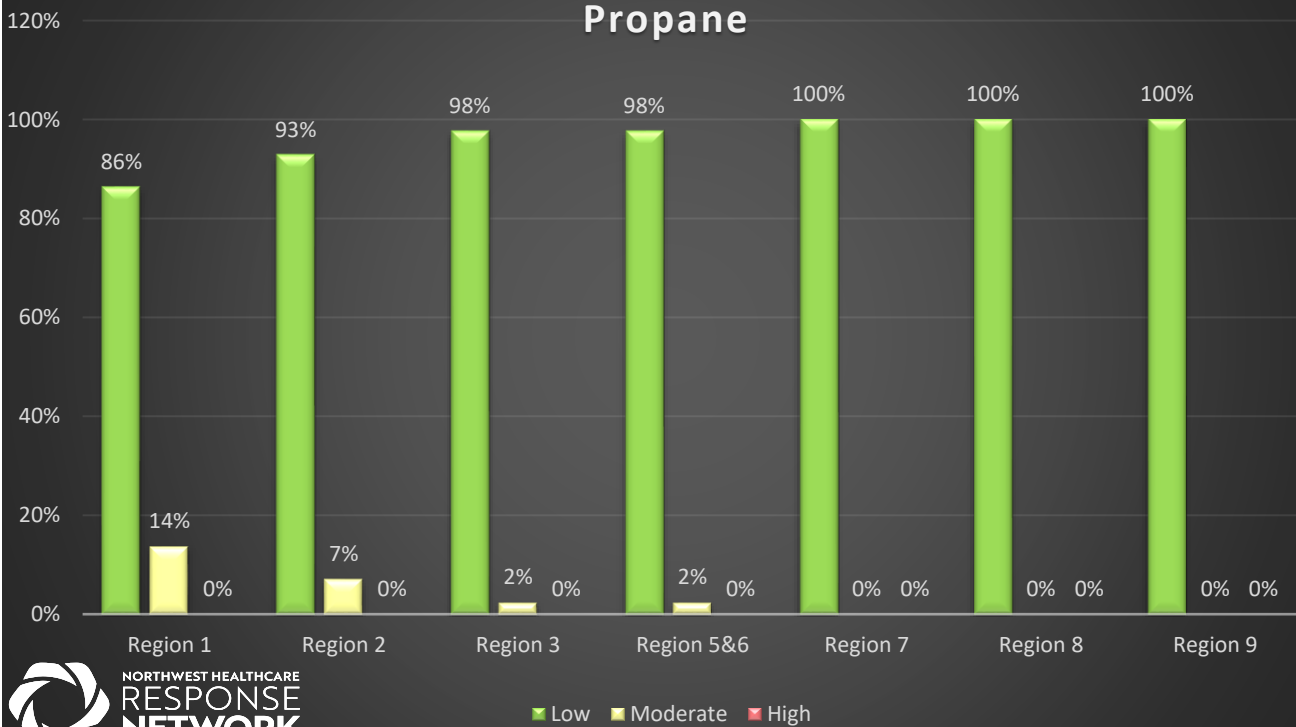
2026 HVA - Likelihood: Loss of Cooling



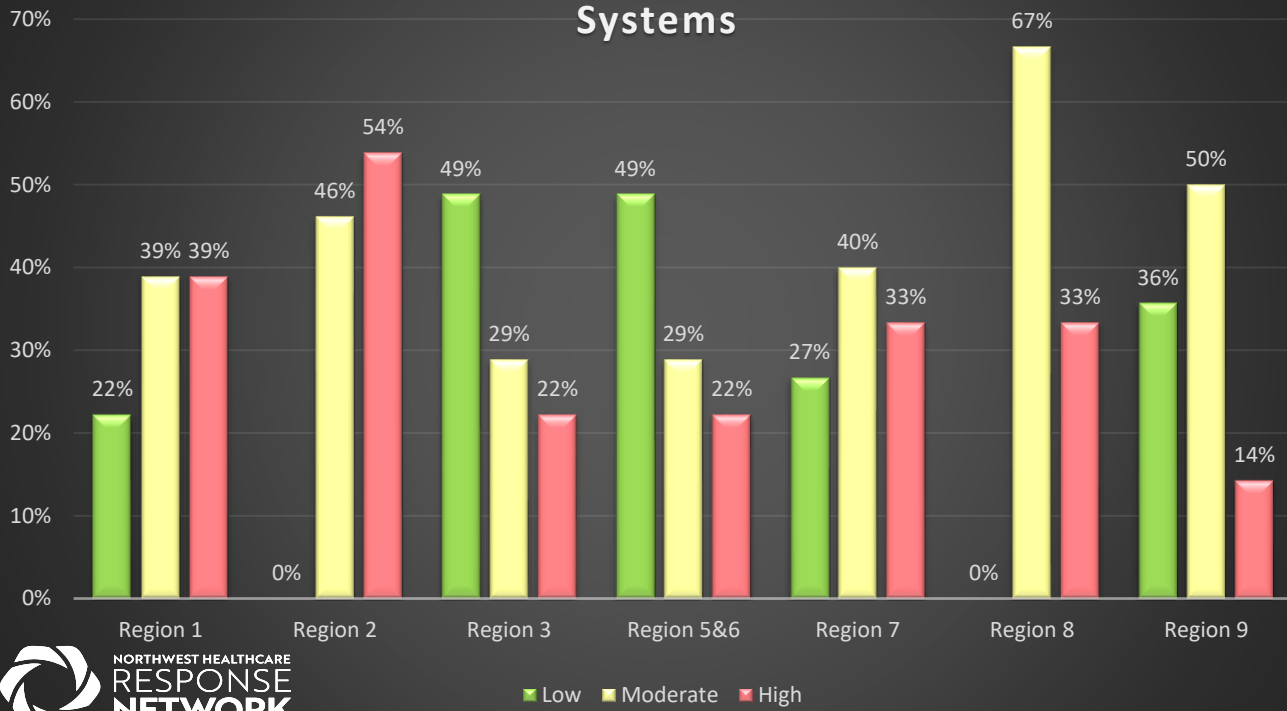
2026 HVA - Impact: Loss of Natural Gas / Propane



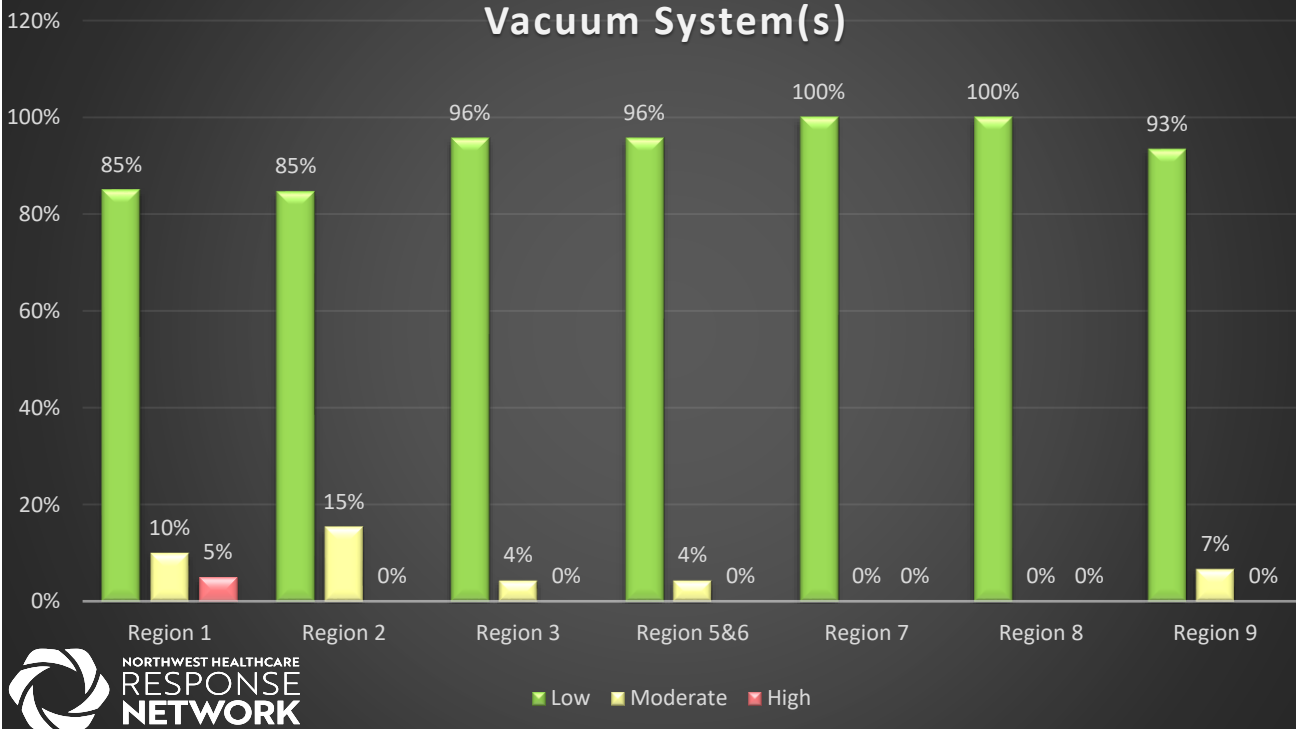
2026 HVA - Likelihood: Loss of Natural Gas / Propane



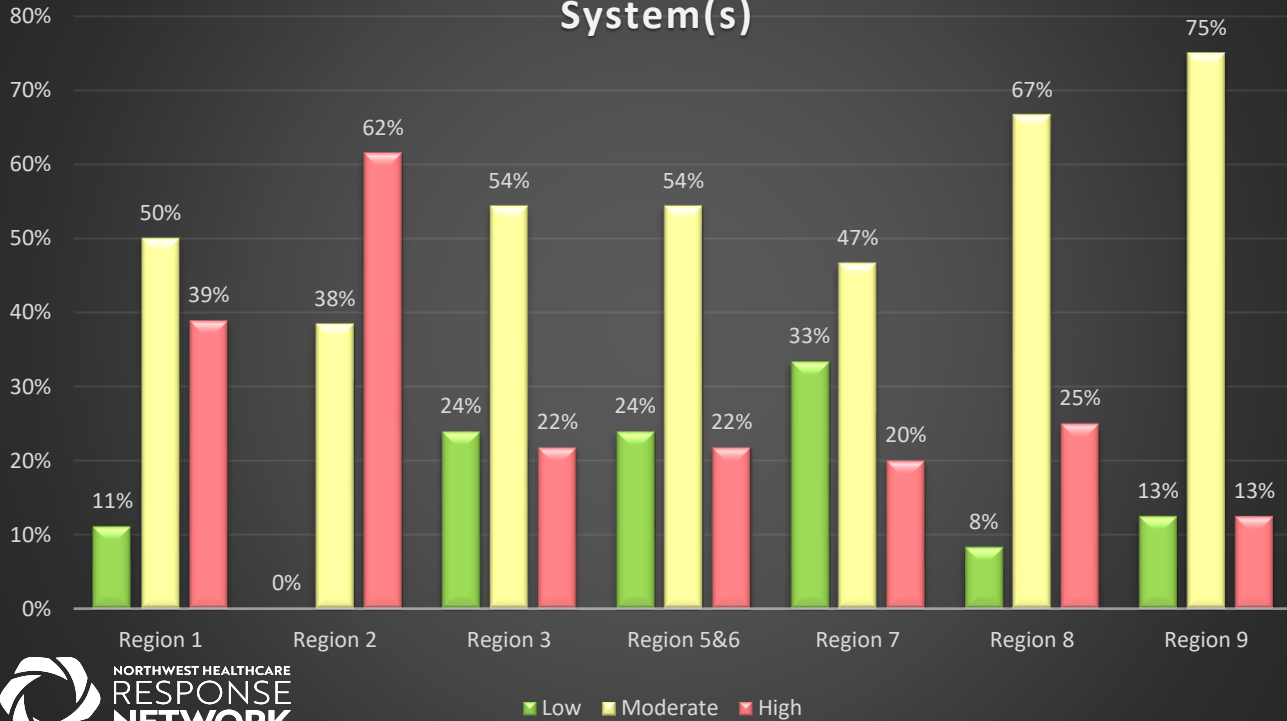
2026 HVA - Impact: Loss of Medical Gas / Vacuum Systems



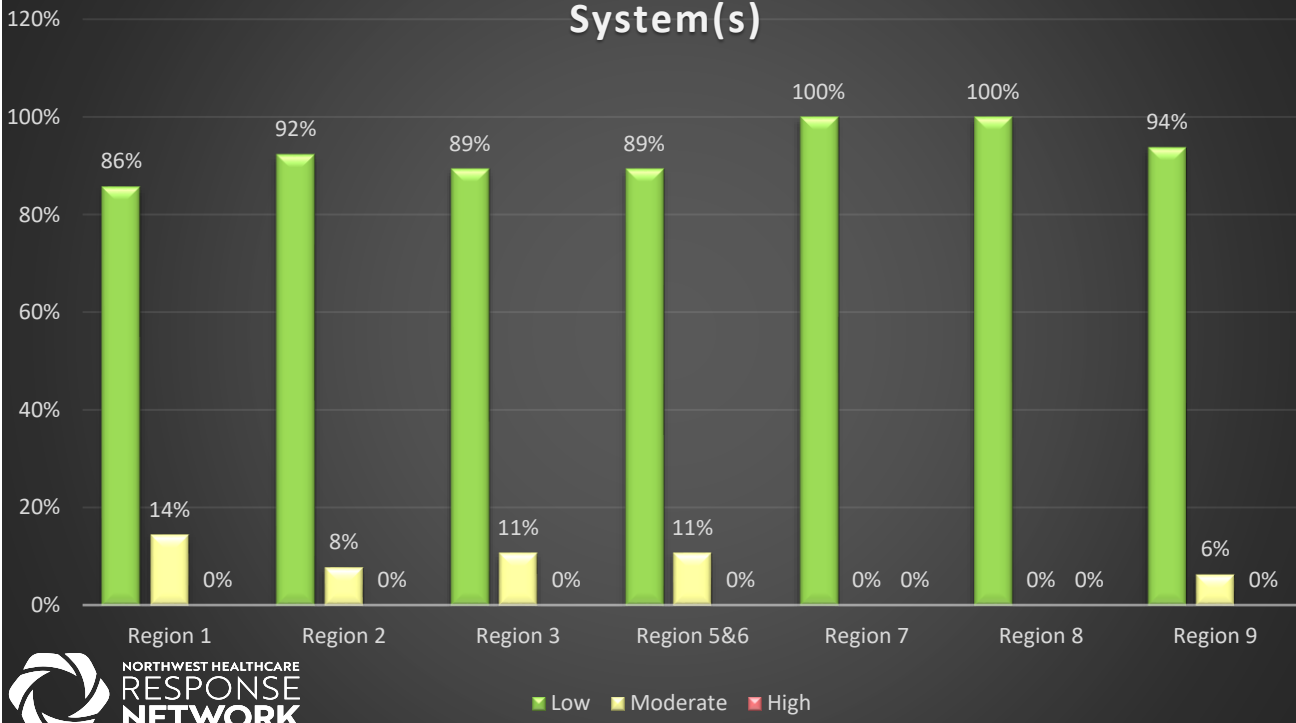
2026 HVA - Likelihood: Loss of Medical Gas / Vacuum System(s)



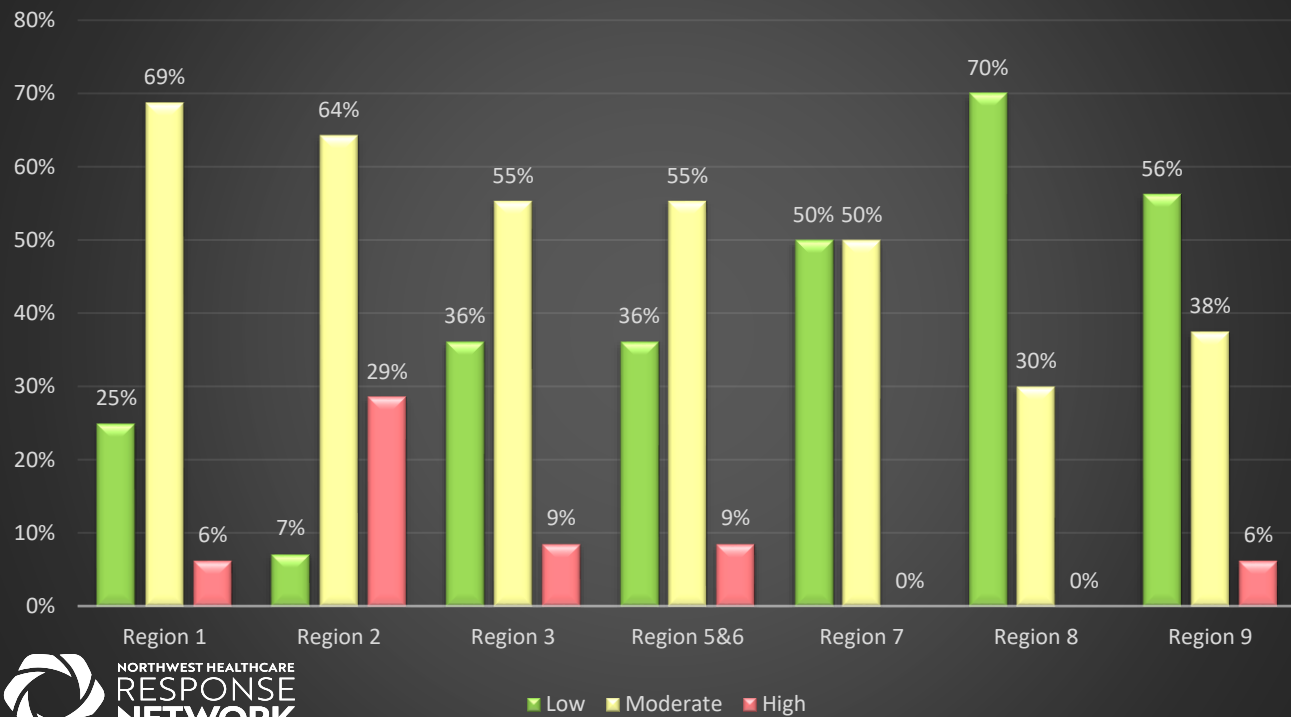
2026 HVA - Impact: Loss of Sewer / Waste System(s)



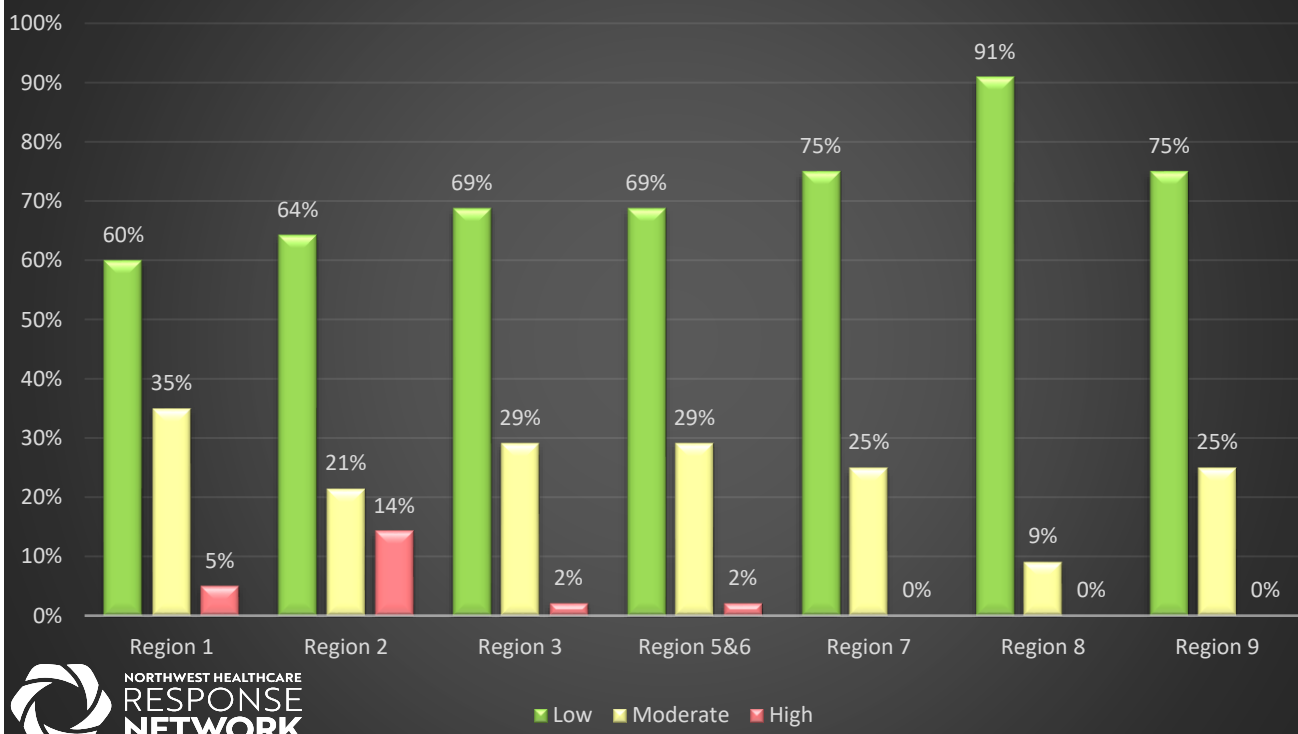
2026 HVA - Likelihood: Loss of Sewer / Waste System(s)



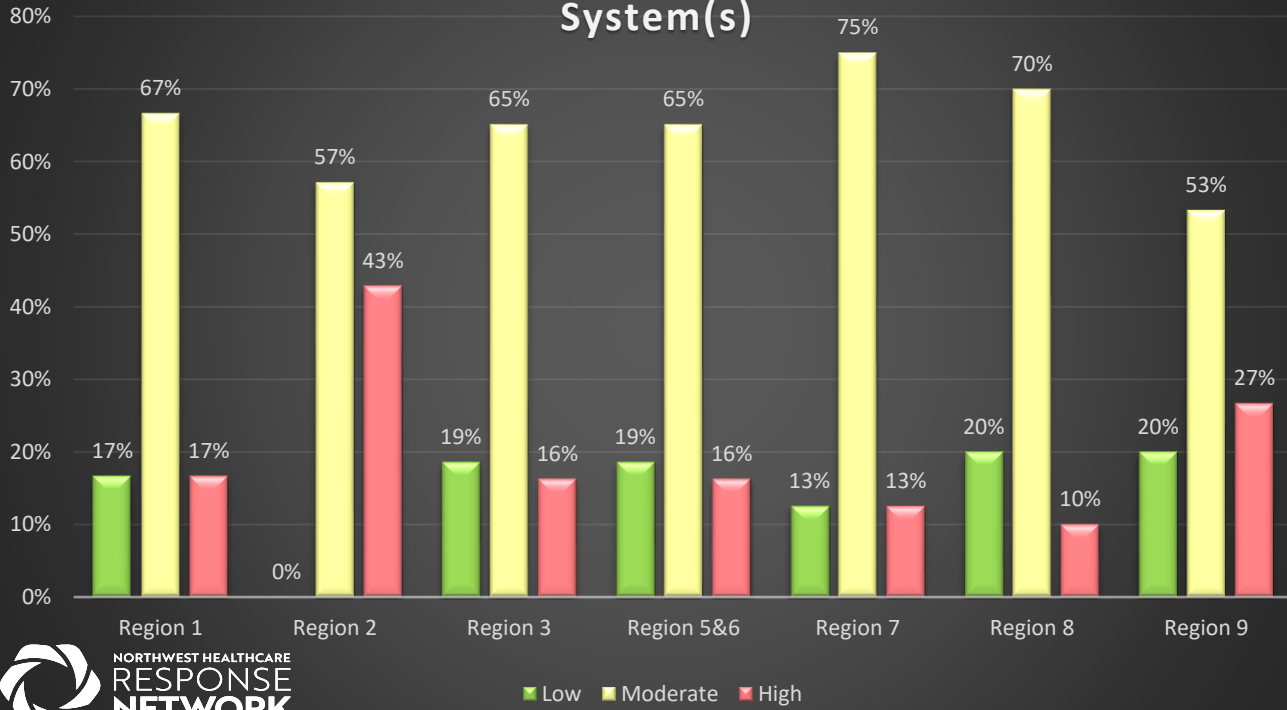
2026 HVA - Impact: Loss of Telephone System(s)



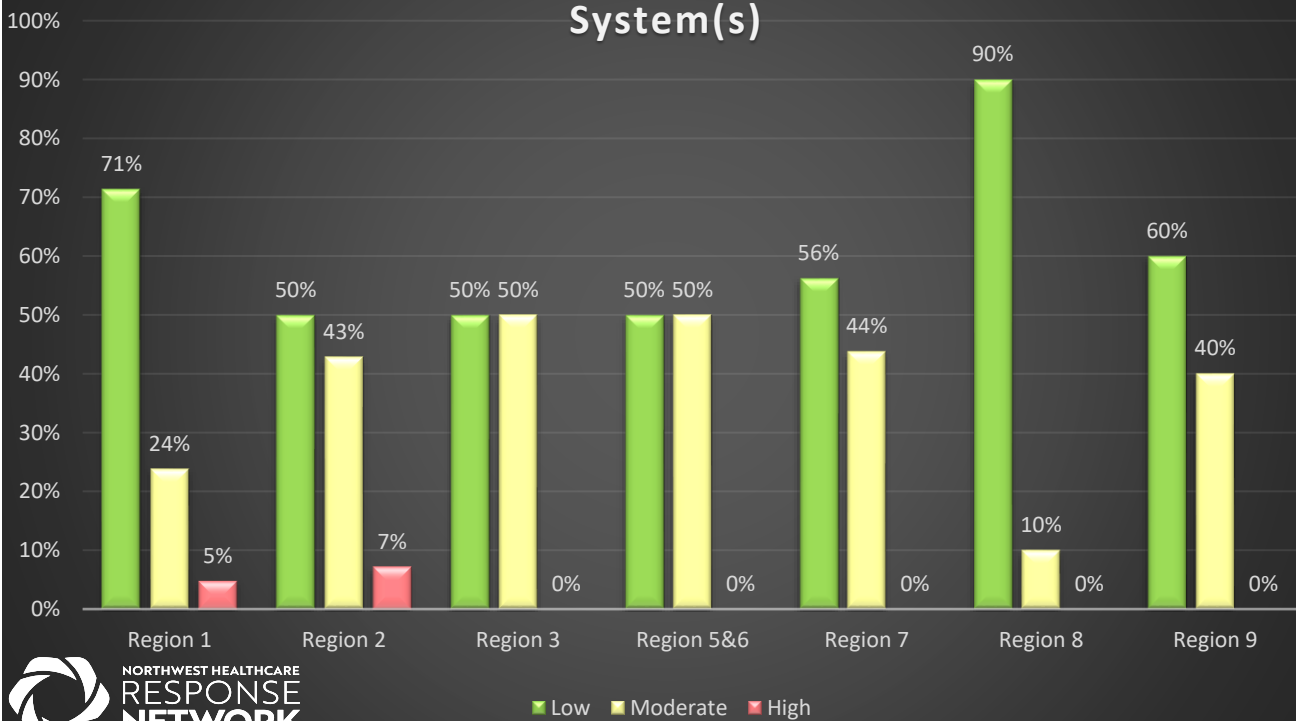
2026 HVA - Likelihood: Loss of Telephone System(s)



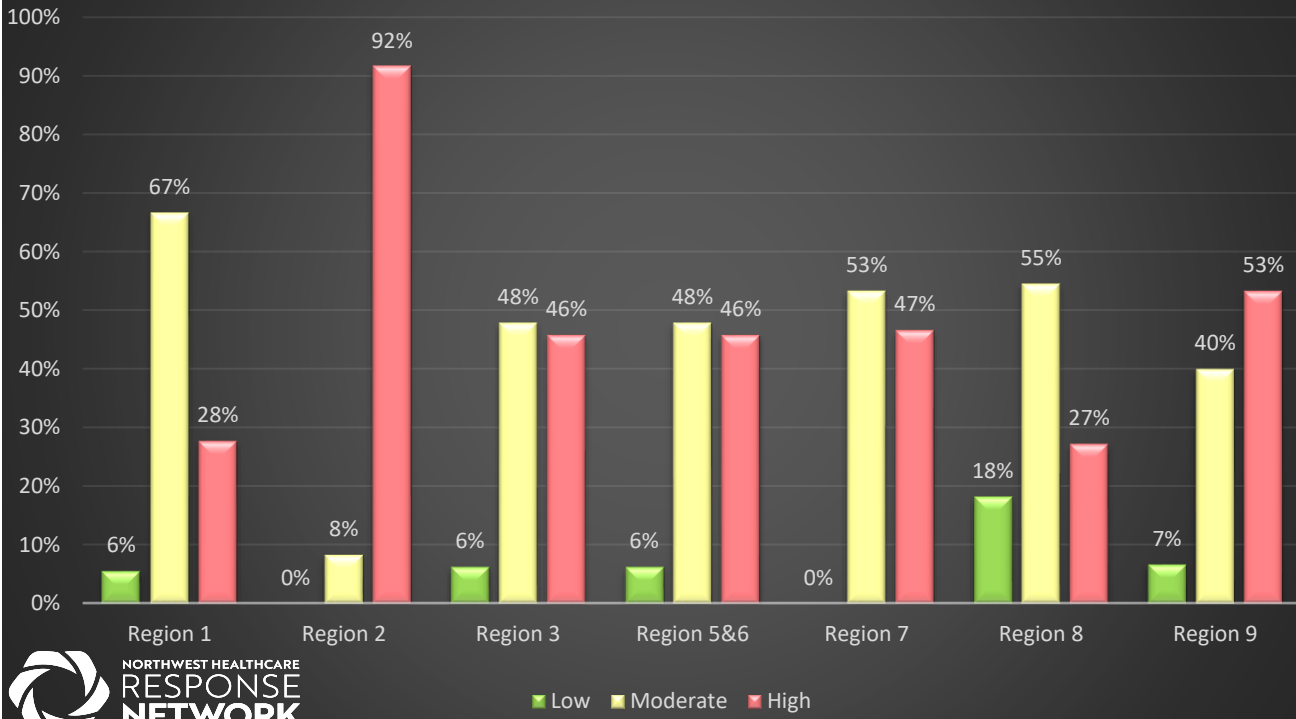
2026 HVA - Impact: Loss of Internet / Network System(s)



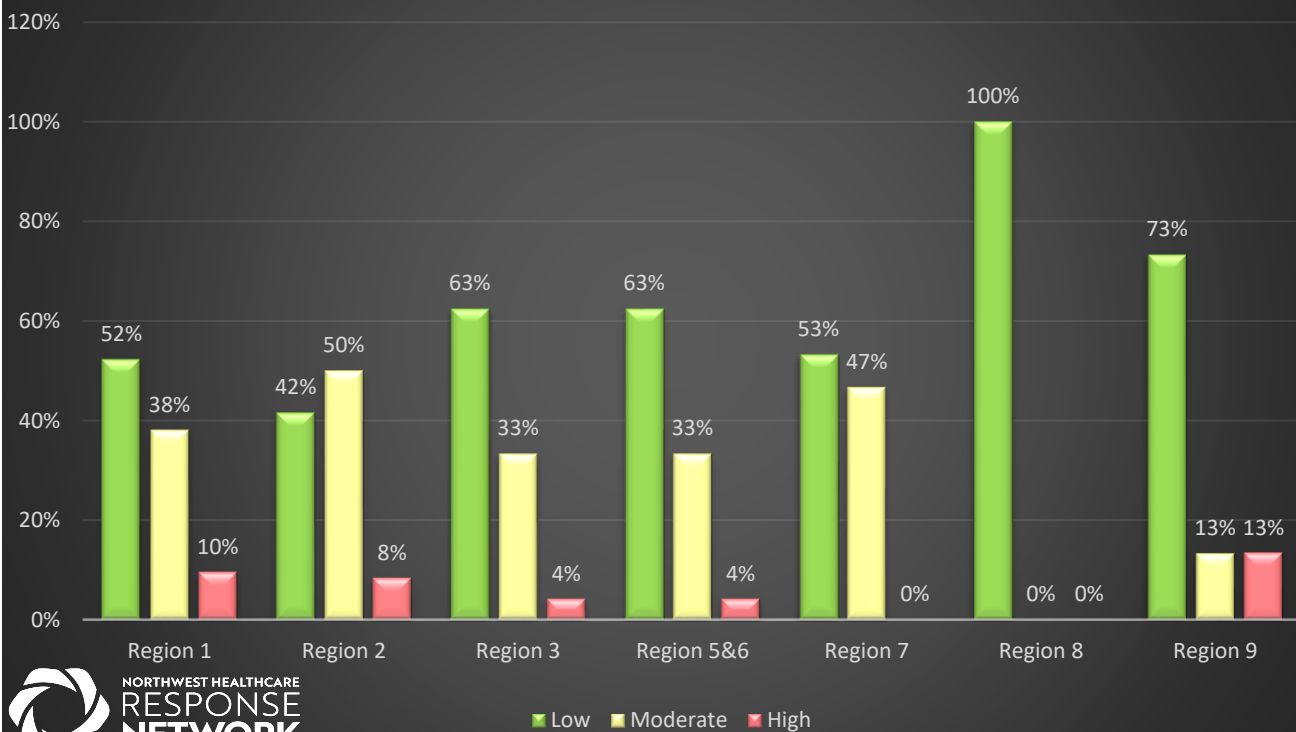
2026 HVA - Likelihood: Loss of Internet / Network System(s)



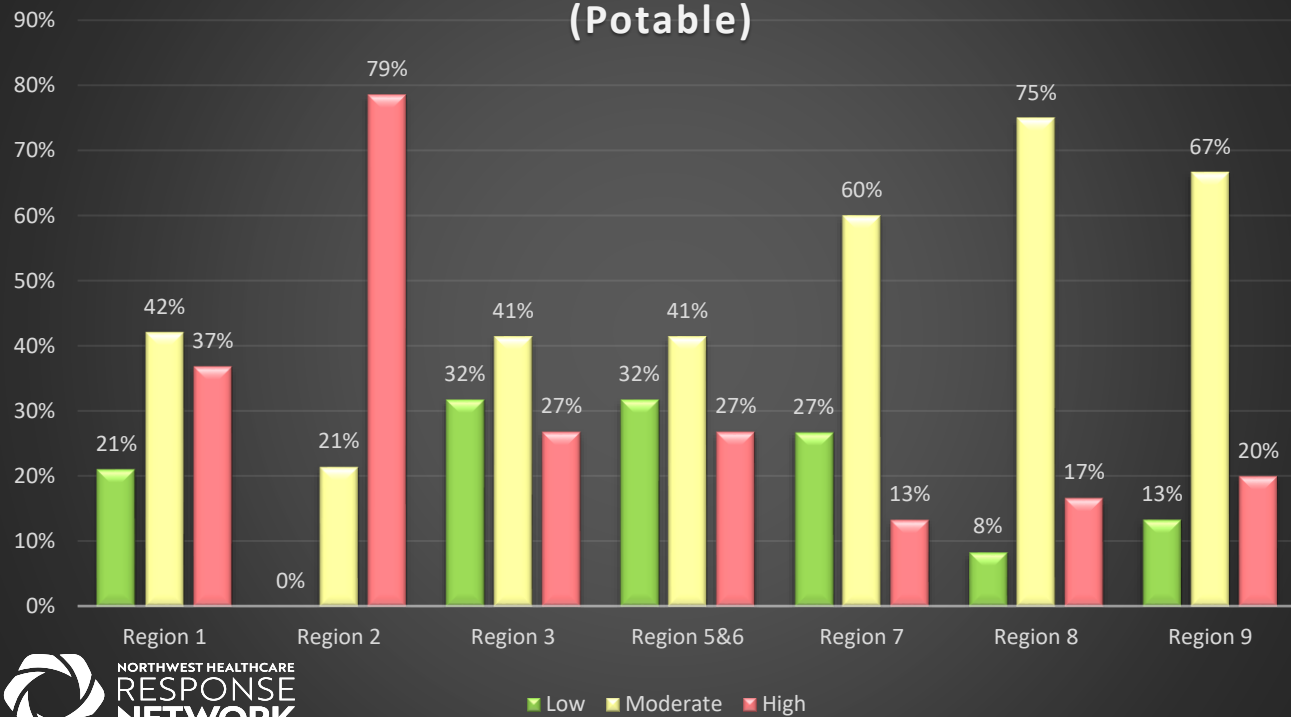
2026 HVA - Impact: Cyber Attack



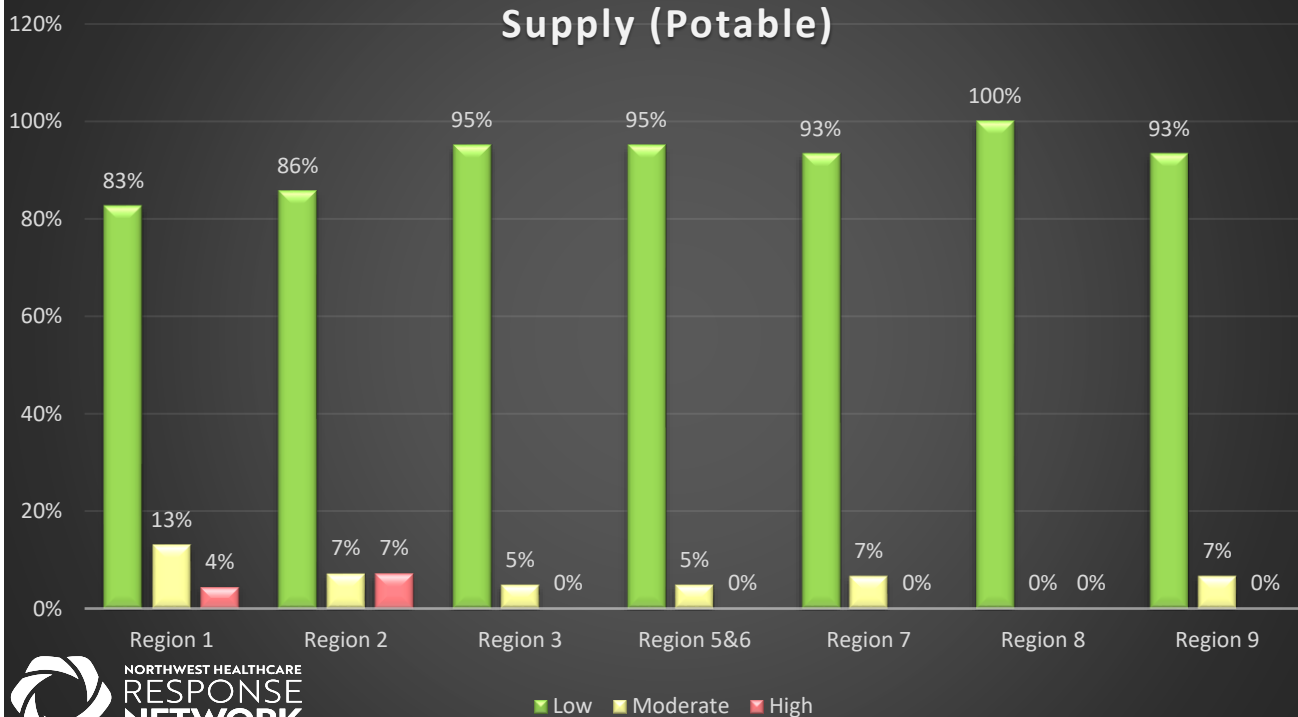
2026 HVA - Likelihood: Cyber Attack



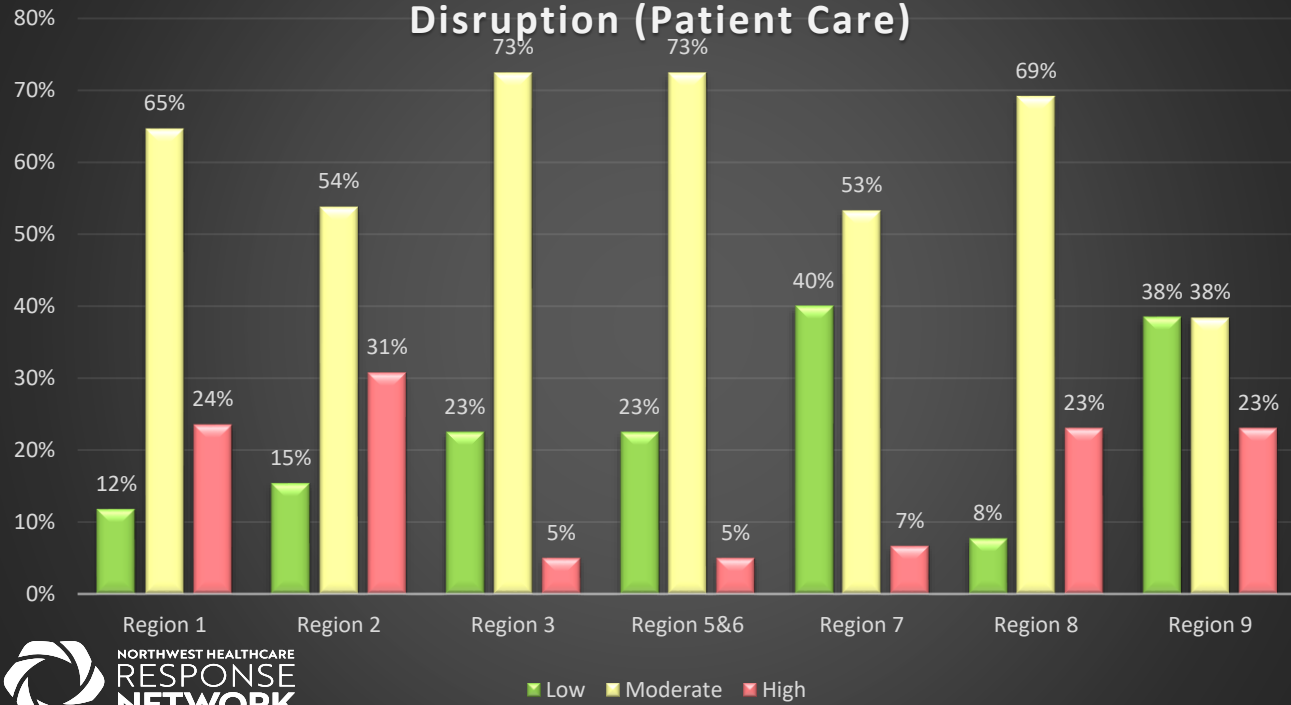
2026 HVA - Impact: Loss of Facility Water Supply (Potable)



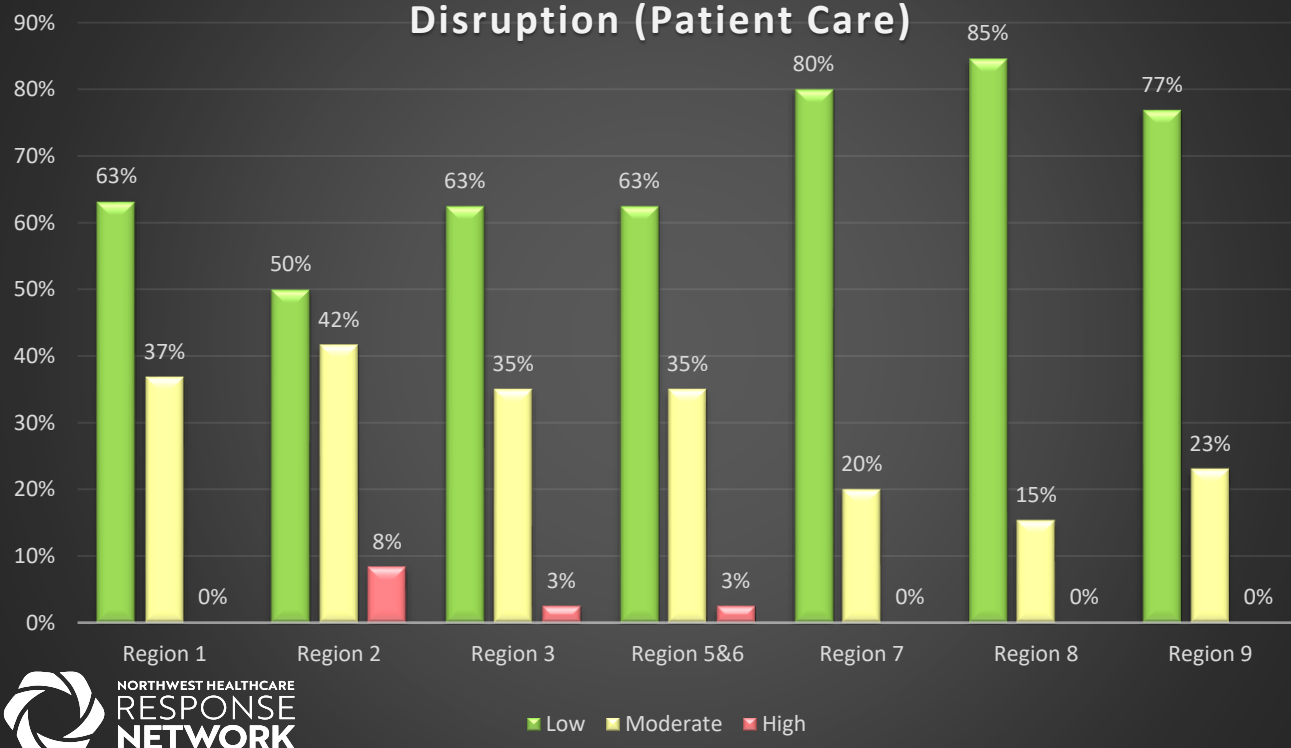
2026 HVA - Likelihood: Loss of Facility Water Supply (Potable)



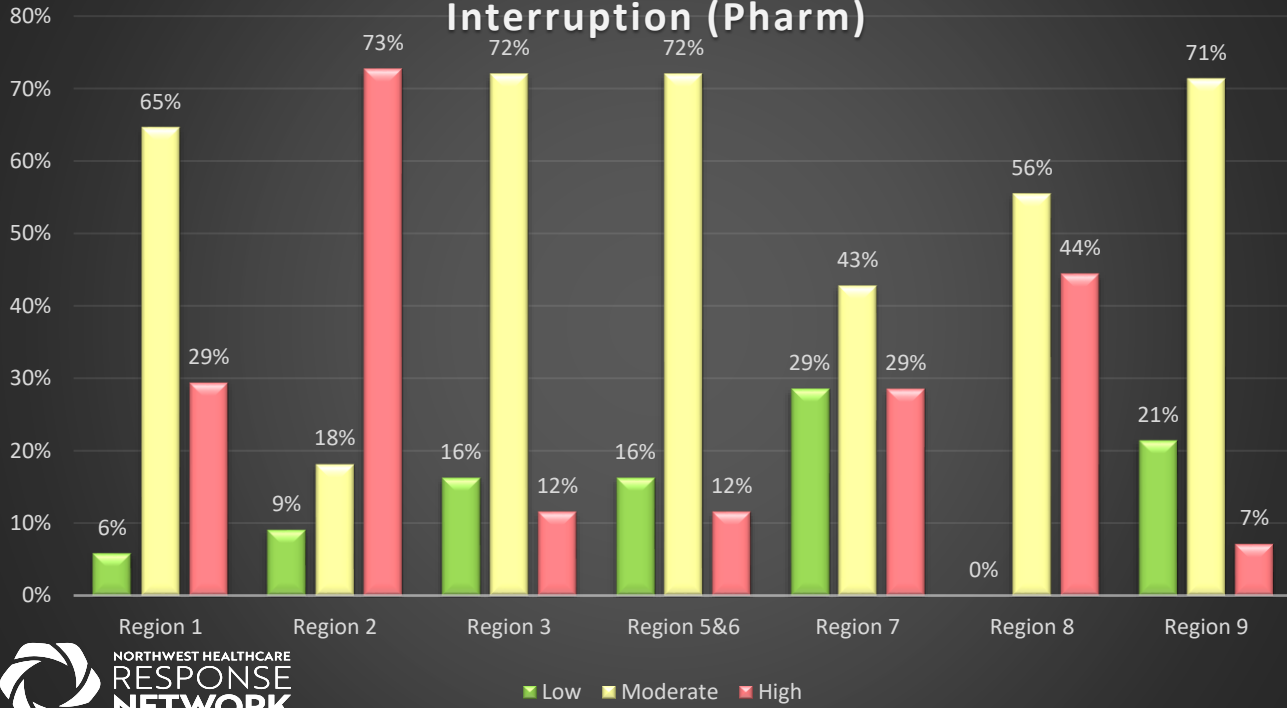
2026 HVA - Impact: Supply Chain Shortage / Disruption (Patient Care)



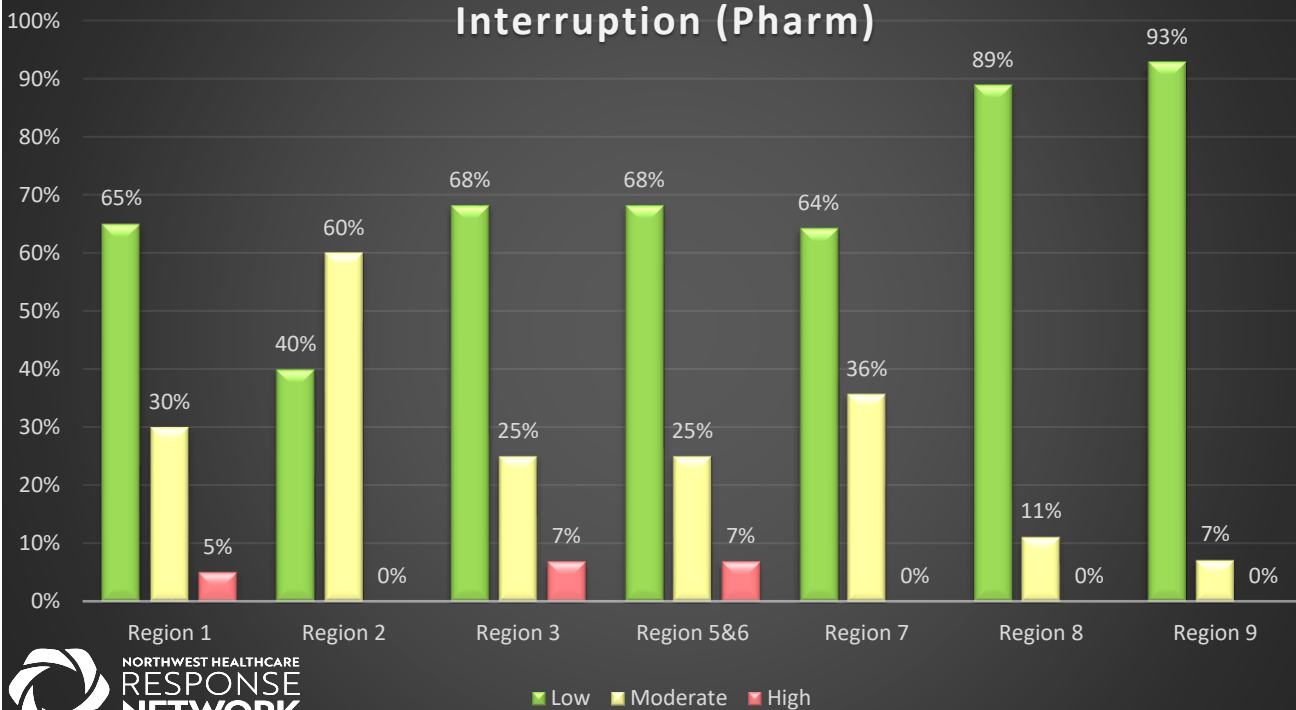
2026 HVA - Likelihood: Supply Chain Shortage / Disruption (Patient Care)



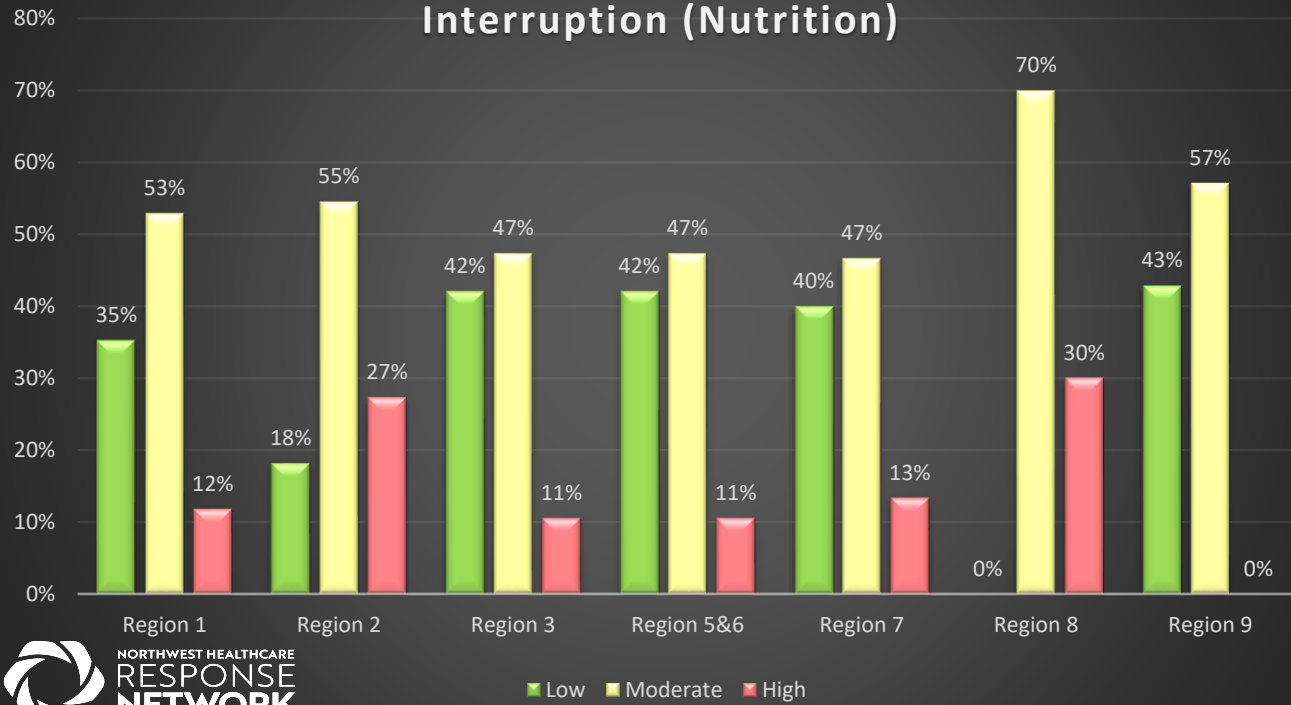
2026 HVA - Impact: Supply Shortage / Chain Interruption (Pharm)



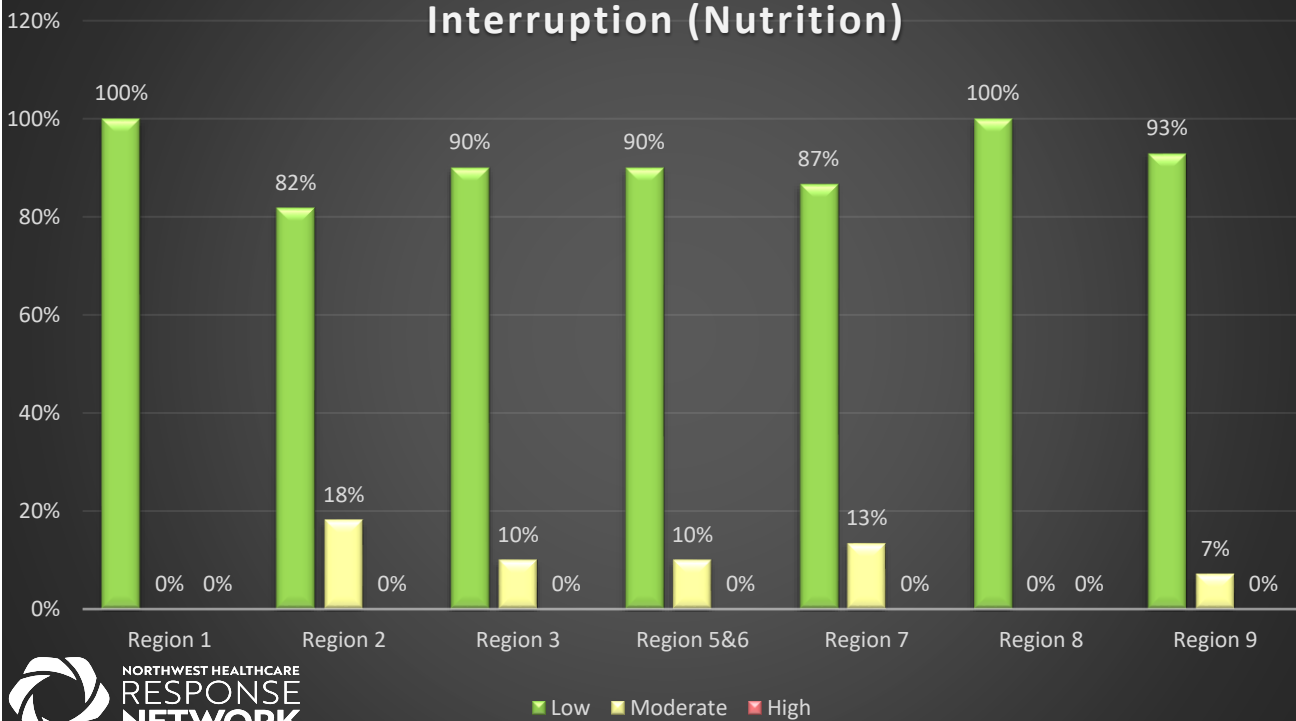
2026 HVA - Likelihood: Supply Shortage / Chain Interruption (Pharm)



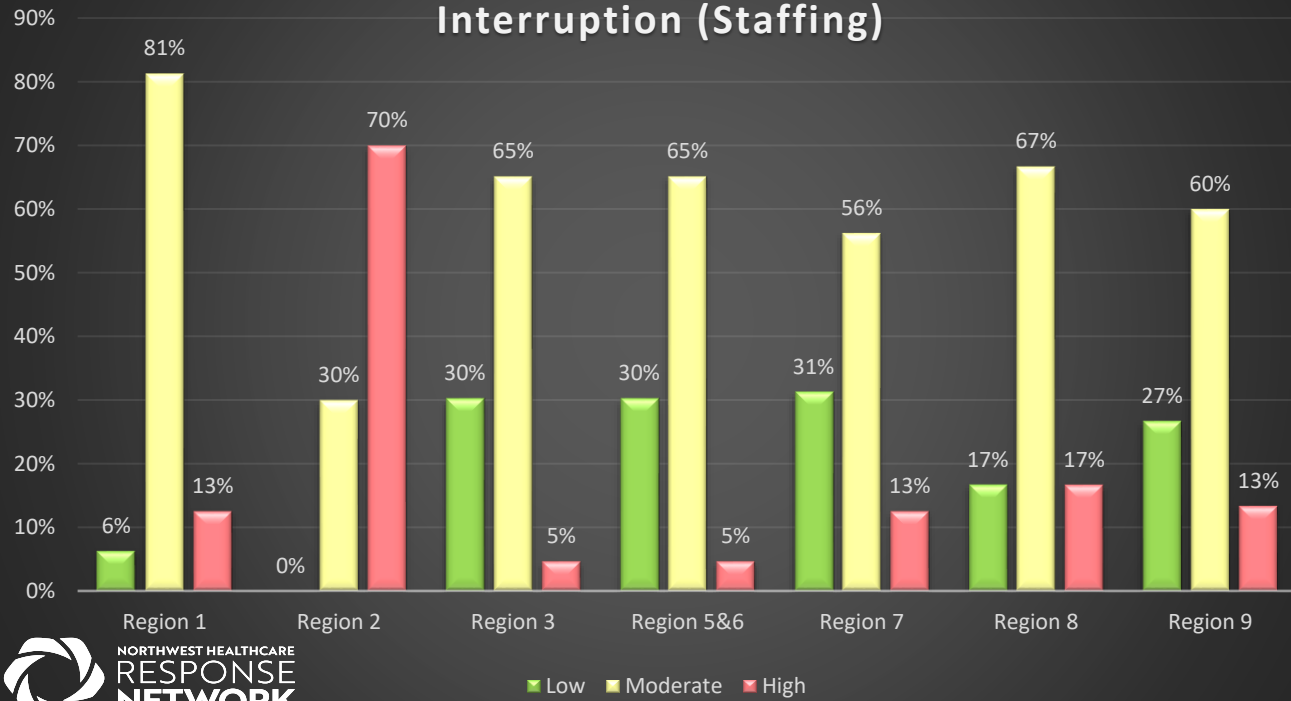
2026 HVA - Impact: Supply Shortage / Chain Interruption (Nutrition)



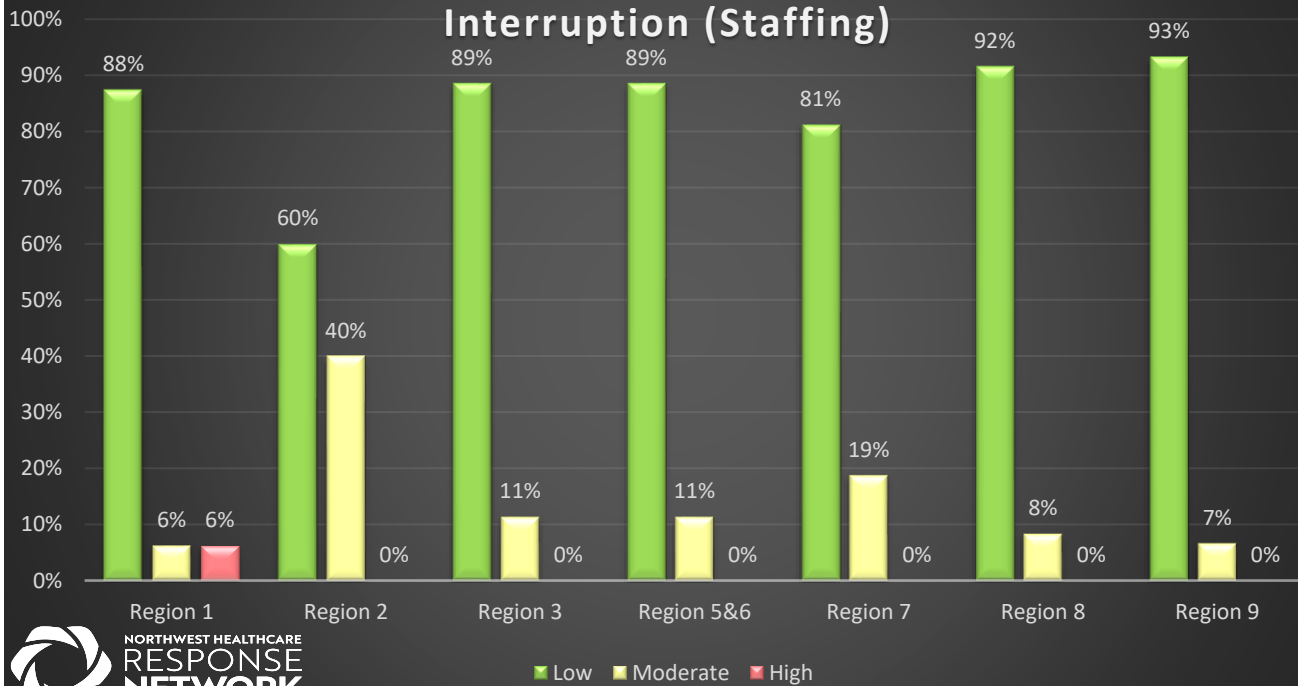
2026 HVA - Likelihood: Supply Shortage / Chain Interruption (Nutrition)



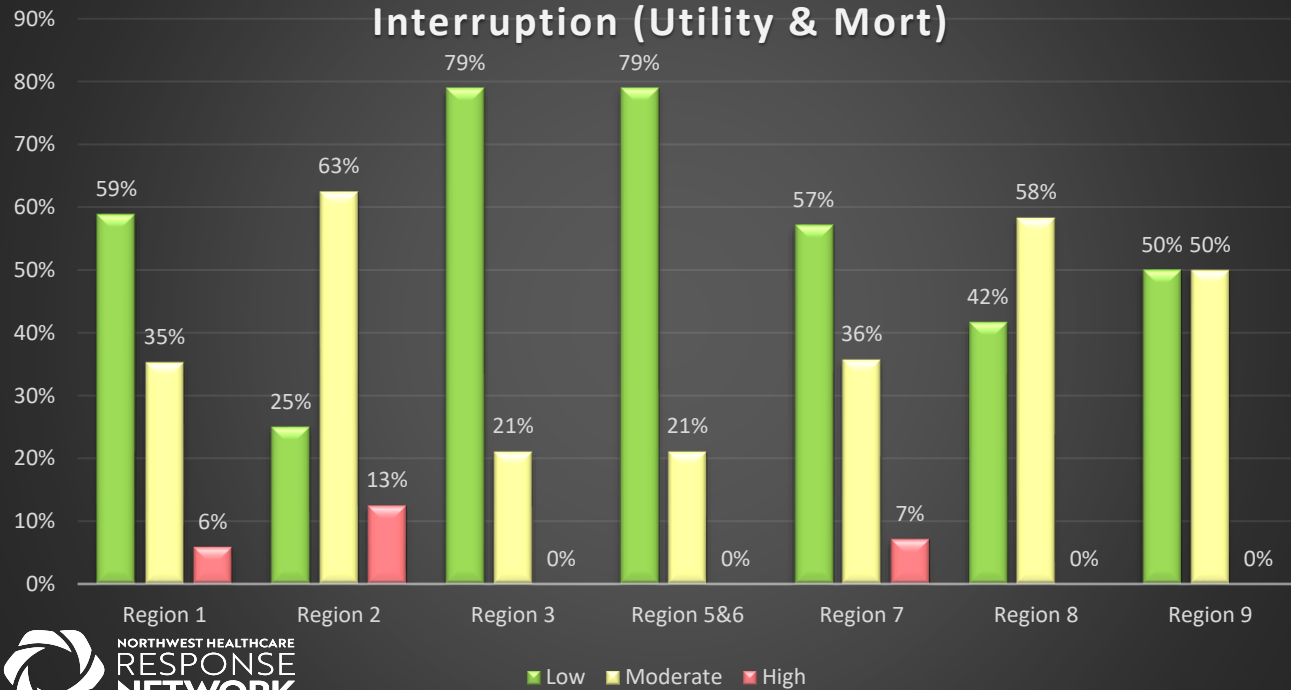
2026 HVA - Impact: Supply Shortage / Chain Interruption (Staffing)



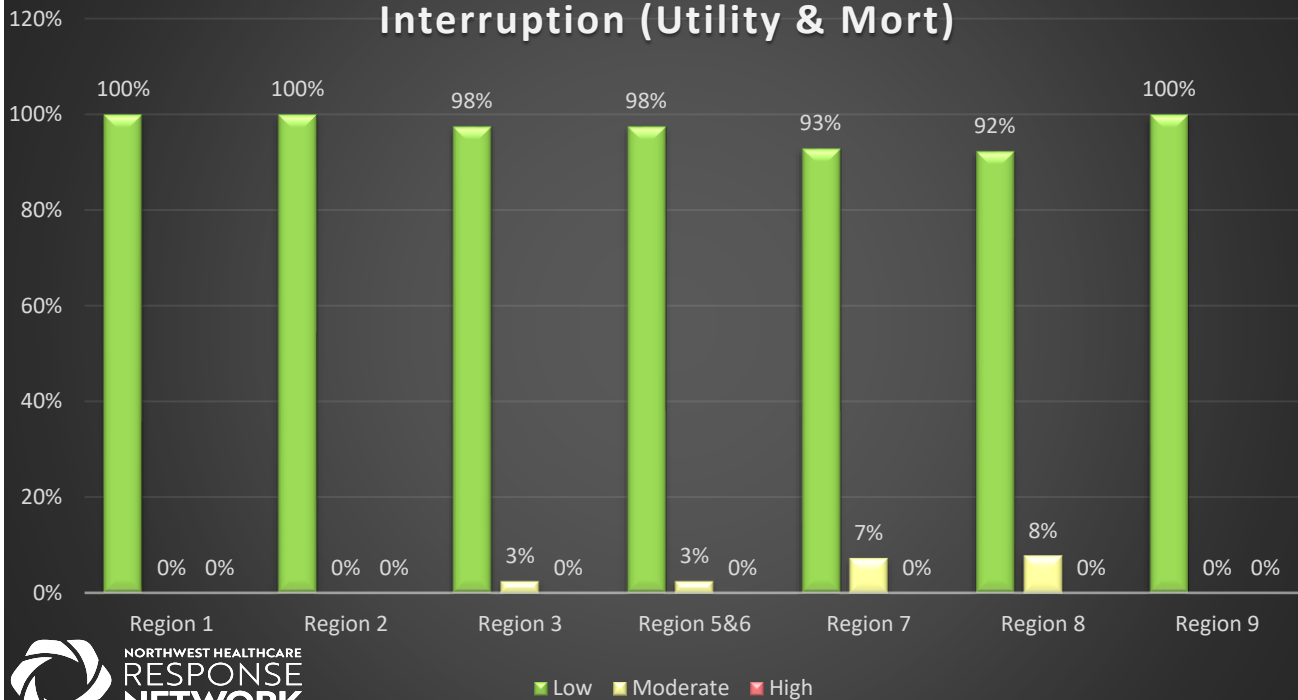
2026 HVA - Likelihood: Supply Shortage / Chain Interruption (Staffing)



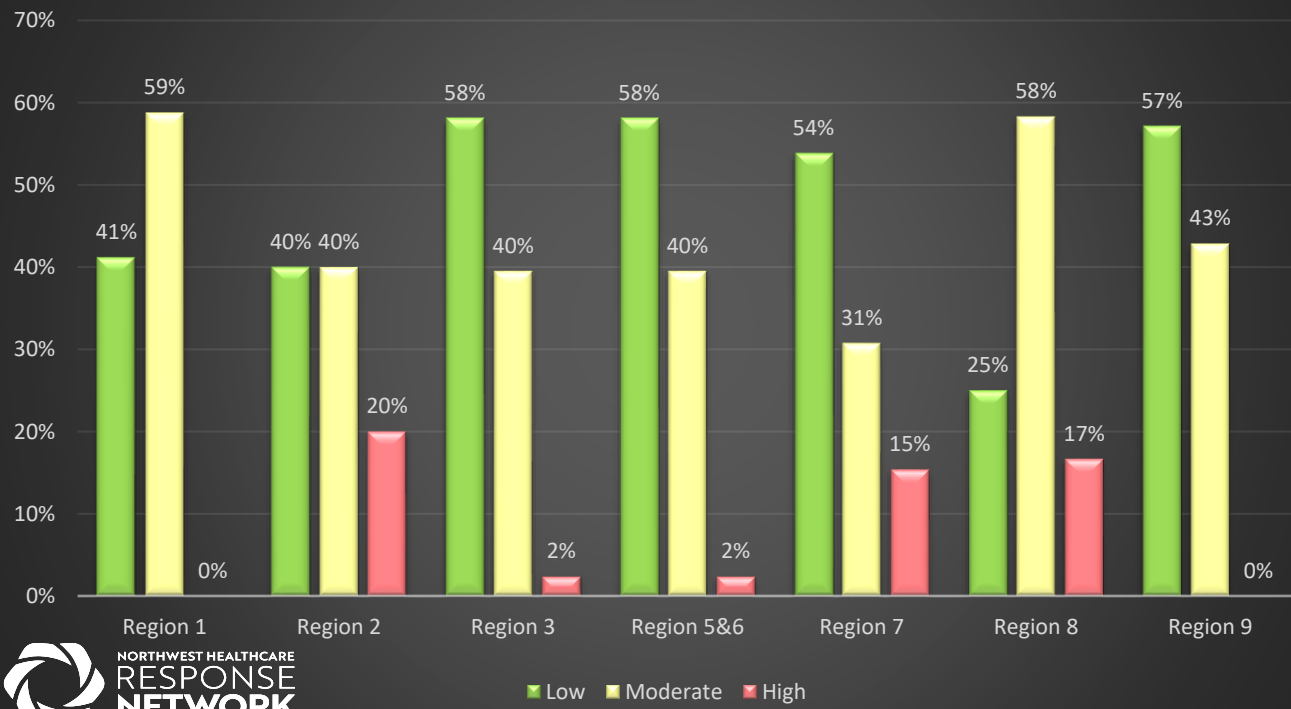
2026 HVA - Impact: Supply Shortage / Chain Interruption (Utility & Mort)



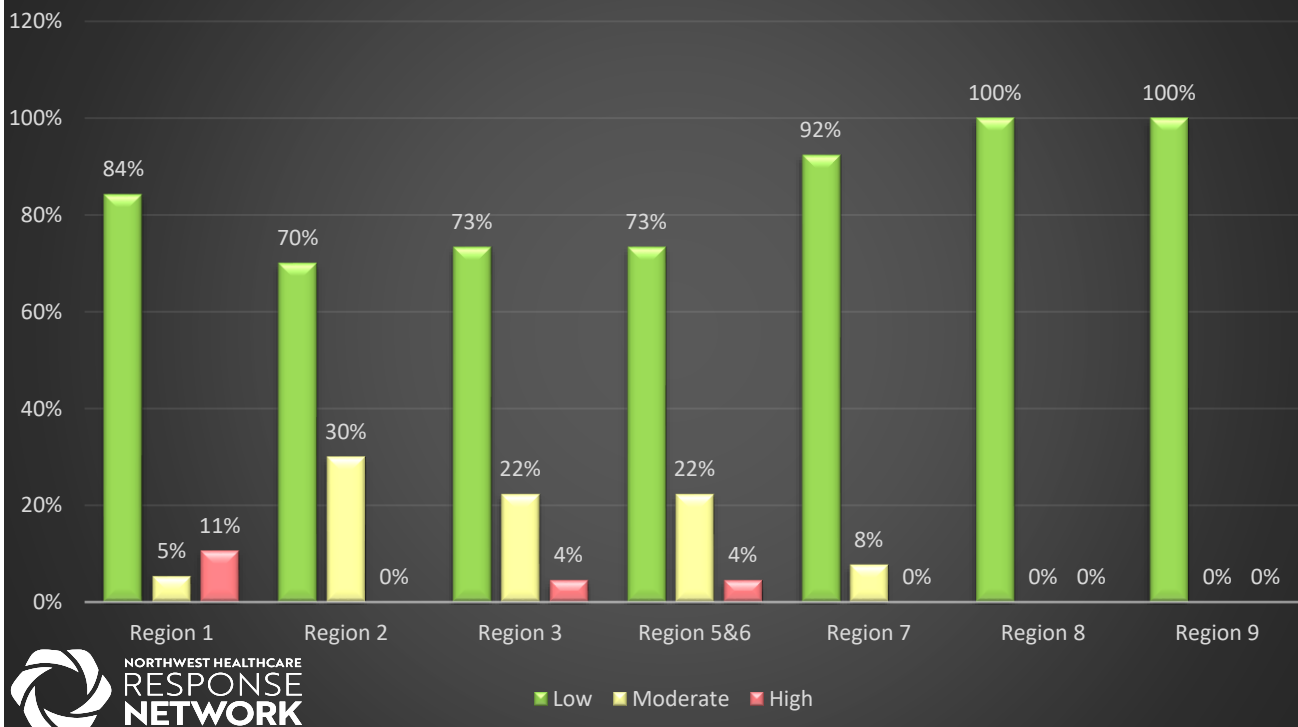
2026 HVA - Likelihood: Supply Shortage / Chain Interruption (Utility & Mort)



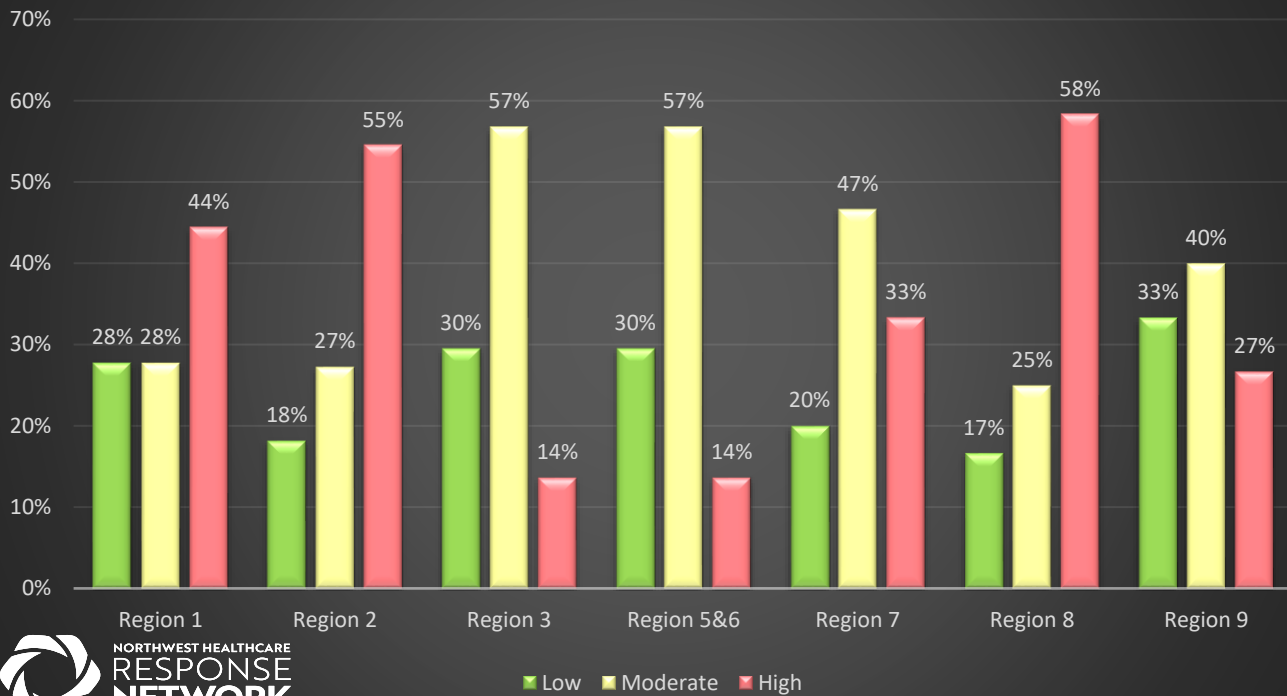
2026 HVA - Impact: Social Unrest



2026 HVA - Likelihood: Social Unrest



2026 HVA - Impact: Work Stoppage / Strike



2026 HVA - Likelihood: Work Stoppage / Strike

