

# Florida Public Health and Healthcare Preparedness

## 2014-17 Strategic Plan

Version .09

3/19/2014  
Bureau of Preparedness and Response  
Strategic Program Management Unit

**DRAFT  
COPY**

## REVISION HISTORY

(This section provides the revision history for updates made to the plan based on feedback from reviewers. Version numbers are decimals until the plan is baselined. Once it is baselined, the version will become a whole number.)

<b>Date</b>	<b>Summary</b>	<b>Reviser</b>	<b>Version</b>
12/6/13	Template built	Leah Colston	.01
12/7/13	Updated template with narrative	Kimberly Jenkins	.02
12/8/13	Conducted quality review and made updates as appropriate.	Kimberly Jenkins	.03
12/11/13	Made revisions addressing questions peppered throughout the document	Leah Colston	.04
12/11/13	Made revisions identified in quality review 2.	Kimberly Jenkins	.05
1/14/14	Incorporated ELT recommendations.	Kimberly Jenkins	.06
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3/17/14	Incorporated updates based on deliverable work decisions	Kimberly Jenkins	.08
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## **Introduction**

(The introduction is narrative sharing the purpose of the strategic plan at a high-level.)

This is a placeholder. This section is still under development.

## **Vision Statement**

(The vision statement contains the future aspirations or state for the Florida PPHP enterprise.)

This is a placeholder. This section is still under development.

## **Mission**

(The mission contains the purpose of the Florida PPHP enterprise.)

This is a placeholder. This section is still under development.

## **Organizational Structure**

(Organizational structure is a pictorial of the organization's hierarchy.)

This is a placeholder. This section is still under development.

## **Acknowledgements**

(The acknowledgements section contains a list of the individuals, organizations or entities partnering with Bureau of Preparedness and Response (BPR) to achieve strategic planning success.)

This is a placeholder. This section is still under development.

## Goal 1- Cross-Functional Management and Support

Facilitate the management and support of Florida's preparedness capabilities to ensure the readiness of the public health and healthcare system for all hazards.

Capabilities:

- Strategic Program Management and Administration
- Planning
- Training and Exercise

## Strategy 1.1- Strategic Program Management and Administration

Implement and monitor a systematic framework to achieve fulfillment of public health and healthcare preparedness capabilities.

- *Long-Term Objective 1.1.1-* Florida's Public Health and Healthcare Preparedness (PHHP) Strategic Plan aligns to federal and state guidance to ensure public health and healthcare preparedness capabilities are fulfilled.
- *Long-Term Objective 1.1.2-* Health and healthcare preparedness capabilities are fully implemented by aligning work efforts with the PHHP Strategic Plan.
- *Long-Term Objective 1.1.3-* Resources needed to achieve public health and healthcare preparedness capabilities are allocated, monitored and evaluated.
- *Long-Term Objective 1.1.4-* PHHP performance measurement evaluations of public health and healthcare preparedness capabilities are conducted.
- *Long-Term Objective 1.1.5-* Consistent, targeted and relevant preparedness communications with public health and healthcare partners is performed.

## Strategy 1.2- Planning

Sustain a public health and healthcare planning system that includes an integrated network of operational, tactical and contingency plans, planning tools and resources.

- *Long-Term Objective 1.2.1*- The public health and healthcare planning system is supported with standardized expectations, planning tools, guidance and technical assistance.
- *Long-Term Objective 1.2.2*- Hazard Vulnerability Analyses (HVA) and risk assessments are systematically developed, are data driven and serve as the foundation for operational, tactical and contingency plan development.
- *Long-Term Objective 1.2.3*- Operational, tactical and contingency plans are aligned with state and county comprehensive emergency management plans and integrated across the public health and healthcare system.



## Strategy 1.3- Training and Exercise

Sustain the infrastructure for a comprehensive and efficient Training and Exercise system to ensure public health and healthcare workforce readiness.

- *Long-Term Objective 1.3.1*- Partners are engaged in identifying training and exercise needs for the public health and healthcare workforce.
- *Long-Term Objective 1.3.2*- Training and exercise is developed, reviewed, approved, delivered and evaluated for public health and healthcare workforce in collaboration with partners.
- *Long-Term Objective 1.3.3*- Training and Exercise system is managed and sustained.

## Goal 2- Incident Management

Sustain the systems and personnel needed to effectively manage an event or incident through all phases of the response.

Capability:

- Public Health and Healthcare System Emergency Operations Coordination (ESF8)

## Strategy 2.1- Public Health and Healthcare System Emergency Operations Coordination

Execute public health and healthcare emergency operations coordination and support practices established in the National Incident Management System (NIMS) that are consistent with jurisdictional standards during incidents and events having public health or medical implications. The healthcare system will be integrated into the incident management structure to coordinate information and resource allocation for affected healthcare organizations.

- *Long-Term Objective 2.1.1-* Incidents or events are consistently assessed to determine public health and medical impacts and the need for, and scale of, incident command operations.
- *Long-Term Objective 2.1.2-* Public Health emergency operations are activated at appropriate levels in a timely manner consistent with jurisdictional standards and practices.
- *Long-Term Objective 2.1.3-* Incident response objectives are developed and documented in Incident Action Plans (IAP) to meet the needs of evolving incidents or events.
- *Long-Term Objective 2.1.4-* Public Health emergency operations are managed and sustained for the duration of the response.
- *Long-Term Objective 2.1.5-* Public Health emergency operations are effectively and safely demobilized using an established demobilization plan.
- *Long-Term Objective 2.1.6-* Protocols and criteria for multi-agency representation of healthcare organizations are developed and coordinated for local and state emergency operations.
- *Long-Term Objective 2.1.7-* Sustain information sharing practices between healthcare system organizations and emergency management agencies.
- *Long-Term Objective 2.1.8-* Protocols for allocating resources to healthcare organizations are established.

- *Long-Term Objective 2.1.9*- Public health and medical emergency operations are effectively demobilized, evaluated through the After Action Report process, and tracked through the improvement plan process.

### Goal 3- Information Sharing

Effectively manage and distribute public health, healthcare and incident response information to multidisciplinary and multi-jurisdictional responders and stakeholders for the duration of the emergency response operation.

#### Capabilities:

- Crisis and Emergency Risk Communications (Emergency Public Information and Warning)
- Public Health and Healthcare System Information Sharing

### Strategy 3.1- Crisis and Emergency Risk Communications (Emergency Public Information and Warning)

Develop, coordinate and disseminate emergency public information warnings, alerts and notifications to media, the public, incident management responders and internal and external stakeholders.

- *Long-Term Objective 3.1.1-* Key public information personnel and potential spokespersons are notified and assembled to provide information before, during and after an incident.
- *Long-Term Objective 3.1.2-* Physical and/or Virtual Joint Information Systems and Centers are activated as necessary in order to share information and coordinate messages.
- *Long-Term Objective 3.1.3-* Public Information System Operations are established to monitor media, conduct press briefings and provide rumor control within a National Incident Management System (NIMS) compliant framework.
- *Long-Term Objective 3.1.4-* Public information channels are established to share, receive and respond to public health information needs.
- *Long-Term Objective 3.1.5-* Crisis and emergency risk communication principles are utilized to disseminate critical health and safety information.

## Strategy 3.2- Public Health and Healthcare System Information Sharing

Conduct multi-jurisdictional, multidisciplinary exchange of public health and healthcare related information and share situational awareness data and common operating picture among partners.

- *Long-Term Objective 3.2.1-* Stakeholder groups to be included in information exchange are identified and information sharing, security and communication needs are analyzed.
- *Long-Term Objective 3.2.2-* Minimum information sharing requirements for the purpose of developing and maintaining situational awareness are defined.
- *Long-Term Objective 3.2.3-* Information is exchanged with local, state, federal and private-sector stakeholders during incidents to establish a common operating picture.
- *Long-Term Objective 3.2.4-* Redundant and interoperable emergency communication systems are implemented for the healthcare organizations.

## Goal 4- Surge Management

Develop and sustain the ability to rapidly expand the capacity of the existing healthcare system to provide definitive care to affected individuals at the appropriate clinical level of care, within sufficient time to achieve recovery and minimize medical complications.

### Capabilities:

- Public Health and Healthcare System Fatality Management
- Mass Care
- Public Health and Healthcare System Medical Surge
- Public Health and Healthcare System Responder Management (Volunteer Management)



## Strategy 4.1- Public Health and Healthcare System Fatality Management

Coordinate with response and healthcare system partners to ensure proper management of fatalities, certify cause of death, and facilitate access to mental/behavioral health services for individuals directly and indirectly affected in an incident.

- *Long-Term Objective 4.1.1-* Fatality management roles and responsibilities are identified and coordinated with lead jurisdictional authorities.
- *Long-Term Objective 4.1.2-* Public health fatality management operations are activated through coordination with partners from local, regional, state, federal and private sectors.
- *Long-Term Objective 4.1.3-* Assistance and coordination for the collection and dissemination of antemortem data is provided at the request of the jurisdictional authorities.
- *Long-Term Objective 4.1.4-* Provision of survivor mental/behavioral health services are facilitated in coordination with partners as requested.
- *Long-Term Objective 4.1.5-* Assistance is provided to support fatality processing, storage operations and final disposition of remains and effects, if requested.
- *Long-Term Objective 4.1.6-* Available resources to assist with the temporary storage of human remains are identified in coordination with community and public health partners when local morgue capacity is exceeded.
- *Long-Term Objective 4.1.7-* Coordination is provided to healthcare organizations for directing surges of concerned citizens to community agencies responsible for family assistance.
- *Long-Term Objective 4.1.8-* Assistance is provided to lead jurisdictional authorities to coordinate with healthcare organizations in identifying available and appropriate mental/behavioral health services as requested.

## Strategy 4.2- Mass Care

Coordinate with partners to provide health and medical support to address public health, healthcare system and mental/behavioral health needs of those impacted by an incident or event.

- *Long-Term Objective 4.2.1-* Mass Care operation's public health roles are determined in conjunction with Emergency Support Function 6, Mass Care (ESF6), Emergency Support Function 8, Public Health and Medical (ESF8), Emergency Support Function 11, Agriculture and Natural Resources (ESF11), and other partners.
- *Long-Term Objective 4.2.2-* Public health, healthcare system and mental/behavioral health mass care needs of impacted populations are determined in conjunction with Emergency Support Function 6, Mass Care (ESF6), Emergency Support Function 8, Public Health and Medical Services (ESF8), Emergency Support Function 11, Agriculture and Natural Resources (ESF11), and other partners.
- *Long-Term Objective 4.2.3-* Availability of public health, healthcare system and mental/behavioral health services for an impacted population is coordinated with partner agencies.
- *Long-Term Objective 4.2.4-* Ongoing health-related mass care support and population health are monitored and evolving needs are assessed and addressed.

## Strategy 4.3- Public Health and Healthcare System Medical Surge

Provide adequate medical evaluation and care during events that exceed the limits of normal healthcare system infrastructure of an affected community and to maintain or rapidly recover operations that were compromised to support public health and healthcare system medical surge.

- *Long-Term Objective 4.3.1-* Scope and nature of an incident are assessed in conjunction with the jurisdictional partners to identify healthcare staffing and resource needs.
- *Long-Term Objective 4.3.2-* Healthcare organizations, Healthcare Coalitions and other response partners are supported in the expansion of the healthcare system in response to an incident.
- *Long-Term Objective 4.3.3-* In conjunction with healthcare organizations, Healthcare Coalitions and other response partners, medical surge operations are supported to coordinate resources, communication and patient tracking.
- *Long-Term Objective 4.3.4-* Demobilization of medical surge operations is coordinated with partners to incrementally return the healthcare system to pre-incident levels.
- *Long-Term Objective 4.3.5-* Healthcare Coalitions develop, refine, and sustain processes to assist incident management decisions during events requiring medical surge.
- *Long-Term Objective 4.3.6-* Integrated healthcare surge operations are coordinated with pre-hospital Emergency Medical Services (EMS) operations to ensure response processes and protocols are in place for a medical surge incident.
- *Long-Term Objective 4.3.7-* Healthcare Coalitions provide support to healthcare organizations in the management of surge capacity and capability.
- *Long-Term Objective 4.3.8-* Crisis Standards of Care guidance and protocols are developed.

- *Long-Term Objective 4.3.9*- Healthcare Coalitions provide support to healthcare organizations in the management of evacuations and shelter-in-place operations during an incident.

## Strategy 4.4- Public Health and Healthcare System Responder Management (Volunteer Management)

Coordinate and manage the identification, recruitment, registration, credential qualification process, training, and engagement of public health and healthcare system volunteers and responders to support the public health agency and healthcare organization's medical response to incidents and events.

- *Long-Term Objective 4.4.1-* Volunteers and responders are identified, recruited, registered and trained to support the public health response.
- *Long-Term Objective 4.4.2-* Qualified volunteers and responders are notified to support a public health response.
- *Long-Term Objective 4.4.3-* Volunteers and responders are activated and managed to support a public health response.
- *Long-Term Objective 4.4.4-* Volunteers and responders are demobilized out-processed and provided access to healthcare system and mental/behavioral health support.
- *Long-Term Objective 4.4.5-* Volunteer planning processes are supported to determine volunteers needed in healthcare organizations pre and post response.
- *Long-Term Objective 4.4.6-* Volunteer notification for healthcare response needs is initiated using the established volunteer request process.
- *Long-Term Objective 4.4.7-* A volunteer management process is established that supports organizing and assigning volunteers simultaneously across requesting healthcare organizations.

## Goal 5- Countermeasures and Mitigation

Sustain the ability to ensure that appropriate and effective countermeasures are available to mitigate the health consequences of any event.

Capabilities:

- Medical Countermeasure Dispensing
- Medical Logistics (Medical Materiel Management and Distribution)
- Non-Pharmaceutical Interventions
- Responder Safety and Health
- Healthcare System Responder Safety and Health

## Strategy 5.1- Medical Countermeasure Dispensing

Provide medical countermeasures in support of treatment or prophylaxis (oral or vaccination) to the identified population in accordance with public health guidelines and/or recommendations.

- *Long-Term Objective 5.1.1-* Medical countermeasure strategies and response roles are identified and implemented in coordination with partners.
- *Long-Term Objective 5.1.2-* Distribution and dispensing sites are identified and prepared to receive medical countermeasure inventories.
- *Long-Term Objective 5.1.3-* Resources and dispensing modalities are activated to support a response requiring the use of medical countermeasures.
- *Long-Term Objective 5.1.4-* Medical countermeasures are appropriately dispensed, managed and monitored.
- *Long-Term Objective 5.1.5-* Mechanisms to receive and report adverse event notifications are established and utilized to inform healthcare providers, jurisdictional and federal entities.

## Strategy 5.2- Medical Logistics (Medical Materiel Management and Distribution)

Acquire, maintain, transport, distribute, recover, and track all medical materiel before, during and after an incident or event.

- *Long-Term Objective 5.2.1*- Medical logistical operations and materiel distribution are planned, activated and managed in coordination with response partners.
- *Long-Term Objective 5.2.2*- Medical materiel from jurisdictional and federal partners and vendors are requested, acquired, tracked and maintained.
- *Long-Term Objective 5.2.3*- Medical materiel inventory and reporting system is managed and maintained.
- *Long-Term Objective 5.2.4*- Medical materiel and receiving sites have appropriate security controls in place.
- *Long-Term Objective 5.2.5*- Medical materiel are distributed.
- *Long-Term Objective 5.2.6*- Medical materiel are recovered or disposed of as appropriate and distribution operations are demobilized.



## Strategy 5.3- Non-Pharmaceutical Interventions

Recommend, implement and rescind applicable, non-pharmaceutical interventions for disease, injury and exposure control.

- *Long-Term Objective 5.3.1*- Partners are engaged to identify the factors that impact non-pharmaceutical interventions.
- *Long-Term Objective 5.3.2*- Recommendations for implementation and rescission of non-pharmaceutical interventions are developed before, during and after an incident or event in collaboration with subject matter experts and partners.
- *Long-Term Objective 5.3.3*- Non-pharmaceutical interventions are implemented in coordination with public health partners.
- *Long-Term Objective 5.3.4*- Non-pharmaceutical interventions are monitored, evaluated, adjusted, and rescinded as the incident or event evolves.

## Strategy 5.4- Responder Safety and Health

Provide guidance and when appropriate, protect the health and safety needs of public health and healthcare system responders before, during and after an incident.

- *Long-Term Objective 5.4.1*- Responder medical and mental/behavioral health and safety risks are identified and communicated.
- *Long-Term Objective 5.4.2*- Responder safety and personal protection resource needs are identified and ensure resources are provided to public health responders.
- *Long-Term Objective 5.4.3*- Public health responder training includes risk specific safety and health training topics determined in coordination with response partners.
- *Long-Term Objective 5.4.4*- Monitoring and surveillance activities are conducted to identify, communicate and mitigate potential incident related adverse health effects of responders.

## Strategy 5.5- Healthcare System Responder Safety and Health

Assist healthcare organizations in protecting the safety and health of healthcare workers during all-hazards incidents and events.

- *Long-Term Objective 5.5.1*- Healthcare organizations are assisted with providing timely pharmaceutical protection for healthcare workers and their families.
- *Long-Term Objective 5.5.2*- Healthcare organizations are assisted in accessing appropriate Personal Protective Equipment (PPE) for healthcare workers.

## Goal 6- Biosurveillance

Develop and sustain the process of gathering, integrating, interpreting and communicating essential information related to all-hazards threats or disease activity affecting human, animal or plant health to achieve early detection and warning, contribute to overall situational awareness of the health aspects of an incident and to enable better decision-making at all levels.

### Capabilities:

- Public Health Laboratory Testing
- Public Health Surveillance and Epidemiological Investigation
- Environmental Health

## Strategy 6.1- Public Health Laboratory Testing

Conduct rapid and conventional detection, characterization, confirmatory testing, data reporting, investigative support and laboratory networking to address actual or potential exposure to all hazards.

- *Long-Term Objective 6.1.1-* Laboratories effectively manage and coordinate information and data exchange and resource sharing with the jurisdiction's network of human, food, veterinary and environmental testing laboratories.
- *Long-Term Objective 6.1.2-* Laboratory sample management is performed using established Laboratory Response Network (LRN) and other mandatory protocols and procedures, where available and applicable.
- *Long-Term Objective 6.1.3-* Laboratories perform or coordinate routine and surge capacity LRN-B reference level testing and LRN-C testing in accordance with CDC established protocols and procedures, where available and applicable.
- *Long-Term Objective 6.1.4-* Laboratories provide consultation/technical assistance and analytical and investigative support to health investigation partners and first responders to determine cause and origin of, and definitively characterize a public health incident.
- *Long-Term Objective 6.1.5-* Laboratories provide timely notification of results and send data to submitters and other key partners as permitted by applicable laws, rules, and regulations.

## Strategy 6.2- Public Health Surveillance and Epidemiological Investigation

Create, maintain, support and strengthen routine and surge capability of public health surveillance and detection systems and epidemiological investigation processes.

- *Long-Term Objective 6.2.1*- Public health surveillance and detection is conducted through ongoing systematic collection, analysis, interpretation, and management of public health-related data to verify, characterize and manage a threat or incident of public health concern before, during and after an incident or event.
- *Long-Term Objective 6.2.2*- Public health and epidemiological investigations are conducted to identify the source of a case or outbreak of disease, injury, or exposure and its determinants in a population and coordinate to report analysis results to jurisdictional and federal partners.
- *Long-Term Objective 6.2.3*- Public health interventions that contribute to the mitigation of a threat or incident are recommended, implemented or supported and monitored for effectiveness.
- *Long-Term Objective 6.2.4*- Public health surveillance systems and epidemiological investigation processes are continuously assessed and improved, to include contributing to incident After Action Reports (AAR)/Improvement Plan (IP).

## Strategy 6.3- Environmental Health

Prevent disease and injury through rapid detection, identification and characterization of environmental hazards and exposures, which include chemical, biological, radiological, nuclear and explosives (CBRNE) materials.

- *Long-Term Objective 6.3.1*- Environmental Health activities and CBRNE (Chemical, biological, radiological, nuclear, and explosives) Detection Operations are coordinated.
- *Long-Term Objective 6.3.2*- Environmental Health activities and CBRNE Detection Operations for long-term impacts are monitored and support provided.
- *Long-Term Objective 6.3.3*- Environmental Health activities and CBRNE Detection Operations are reviewed and improved.

## Goal 7- Community and Healthcare System Resilience

Develop and sustain community resilience in all jurisdictions by providing communities with the ability to withstand potential public health impacts from all hazards events, and by supporting community recovery in rebuilding the community to an enhanced level of resiliency.

Capabilities:

- Community and Healthcare System Preparedness
- Community and Healthcare System Recovery
- Critical Infrastructure Protection



## Strategy 7.1- Community and Healthcare System Preparedness

Engage and coordinate with multidisciplinary partners to prepare communities and healthcare systems to prevent, when possible, respond and recover from incidents or events.

- *Long-Term Objective 7.1.1-* Hazards, vulnerabilities, risks and associated impacts to public health and healthcare systems are identified.
- *Long-Term Objective 7.1.2-* Community partnerships are developed and sustained to support public health and healthcare system preparedness.
- *Long-Term Objective 7.1.3-* Community organizations representing the 11 federally defined community sectors are engaged to foster public health, healthcare system and mental/behavioral health social networks.
- *Long-Term Objective 7.1.4-* Preparedness training and guidance is coordinated with community partners to ensure their engagement in public health and healthcare preparedness efforts.
- *Long-Term Objective 7.1.5-* Healthcare Coalitions (HCC) are established to collaborate with Emergency Support Function 8, Public Health and Medical (ESF8) in preparedness, response, recovery and mitigation activities related to healthcare organization disaster operations.
- *Long-Term Objective 7.1.6-* Healthcare organizations are engaged in emergency operations planning to prepare healthcare systems for a disaster and ensure delivery of essential healthcare services during an incident or event.
- *Long-Term Objective 7.1.7-* Essential healthcare assets and services within Healthcare Coalition areas are identified, prioritized, and coordinated to protect, enhance and ensure continued healthcare delivery to the community during an incident or event.
- *Long-Term Objective 7.1.8-* Healthcare preparedness gaps are assessed to identify resource requirements for mitigation.

- *Long-Term Objective 7.1.9-* Preparedness and response training is coordinated for healthcare responders and supporting agencies to provide required knowledge, skills and abilities needed for response.
- *Long-Term Objective 7.1.10-* Healthcare system preparedness, response and recovery are continuously improved through a coordinated exercise, evaluation and corrective action program.
- *Long-Term Objective 7.1.11-* Preparedness planning for at-risk individuals and those with special medical needs is coordinated through participation and planning with public health and Emergency Support Function 6, Mass Care (ESF6).

## Strategy 7.2- Community and Healthcare System Recovery

Collaborate with partners to develop a plan and advocate the execution of a plan for the rebuilding of public health, healthcare and mental/behavioral health systems to at least pre-incident functioning levels. These activities will include support and advocacy with healthcare system partners for the development of efficient processes.

- *Long-Term Objective 7.2.1-* Impacts to the public health, healthcare, and mental/behavioral health systems are assessed and prioritized in collaboration with partners pre and post incident to meet public health system recovery needs.
- *Long-Term Objective 7.2.2-* Community public health, healthcare and mental/behavioral health systems recovery operations are coordinated through facilitated interaction among community and faith-based organizations.
- *Long-Term Objective 7.2.3-* Corrective actions to mitigate public health damages from future incidents are identified, documented and implemented.
- *Long-Term Objective 7.2.4-* Development of recovery processes, including the identification, documentation and prioritization of healthcare system recovery needs, is supported pre and post incident to ensure recovery of the healthcare delivery system.
- *Long-Term Objective 7.2.5-* Healthcare organizations are supported in developing and implementing their Continuity of Operations Plans (COOP).

## Strategy 7.3- Critical Infrastructure Protection

To identify, assess, prioritize, evaluate and protect statewide Public Health and Healthcare System Infrastructure (assets, systems and networks).

- *Long-Term Objective 7.3.1-* Statewide Public Health and Healthcare System Critical Infrastructure plan is implemented.
- *Long-Term Objective 7.3.2-* Public Health and Healthcare System critical infrastructure is identified.
- *Long-Term Objective 7.3.3-* Risks of Public Health and Healthcare System critical infrastructure are assessed.
- *Long-Term Objective 7.3.4-* Public Health and Healthcare System critical infrastructure risks are prioritized.
- *Long-Term Objective 7.3.5-* Critical infrastructure protective programs and resiliency measures for Public Health and Healthcare System critical infrastructure are recommended.
- *Long-Term Objective 7.3.6-* Analysis is conducted to continuously improve Public Health and Healthcare System Critical Infrastructure Protection program.