



Central Florida Disaster Medical Coalition Preparedness Plan Annex F Continuity of Healthcare Service Delivery Plan

Attestation:

Approved by CFDMC Board on June 21, 2022

A handwritten signature in black ink, consisting of a large, stylized 'E' followed by a long horizontal stroke that curves upwards at the end.

Eric Alberts
2022 CFDMC Board Chair

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Record of Changes & Distribution

Changes	Distribution
Original Continuity of Healthcare Delivery Plan developed May 2015	Report was provided to the Board and Contract Manager
Draft Update Developed May 2020	Distributed to Members for Comment 5/16/20 Approved by Board on 6/16/20 Posted to Website 6/30/20
Plan Updated May 2021	Data and priorities updated Distributed to Members for Comment 5/7/21 Approved by Board on 6/15/21 Posted to Website 6/16/21
Annual Review & Update	Distributed to Members for comment on 5/9/22 Approved by Board on 6/21/22 Posted to Website on 6/22/22

Introduction

Purpose

Continuity of Operations (COOP) planning ensures the ability to continue essential business operations, patient care services, and ancillary support functions across a wide range of potential emergencies. The healthcare organization's COOP plan may be an annex to the organization's Emergency Operations Plan (EOP) and during a response should be addressed under the incident command system (ICS). Regardless of the format, the COOP plan should include the following elements:

- Identification of Mission Essential Functions
- Activation and Response Functions (call down/notification process)
- Delegations of Authority
- Immediate Actions and Assessments to be Performed in Case of Disruptions
- Safety Assessment and Resource Inventory to Determine Ability to Continue to Operate

Scope

This plan applies to the healthcare delivery system within RDSTF Region 5, comprised of Brevard, Indian River, Lake, Martin, Orange, Osceola, Seminole, St. Lucie, and Volusia Counties. The healthcare delivery system is defined as the network of healthcare facilities and persons who carry out the tasks of providing healthcare services to the public. This includes hospitals and health systems, public health, EMS providers, long-term care providers, behavioral and mental health providers, specialty service providers (dialysis, pediatrics, urgent care, district Medical Examiners, funeral directors, etc.), support service providers (laboratories, pharmacies, blood banks, poison control, etc.), primary care providers, community health providers, and other healthcare and response stakeholders.

Background

CFDMC developed its initial Continuity of Healthcare Service Delivery Plan in May 2015. CFDMC surveyed its 99 member organizations at that time to determine the extent of their Continuity of Operations Plans (COOPs). Results showed:

9% Reported No COOP developed, or COOP was under consideration

21% Reported COOP currently under development

17% Reported COOP developed but not yet exercised

34% Reported COOP developed and exercised at least once

19% Reported Robust COOP which has been fully tested and improved

In the assessment, member organizations requested COOP training and exercises.

Plan to Ensure Continuity of the Healthcare Delivery System

Facility Requirements

In November 2017, the Centers for Medicare and Medicaid (CMS) implemented an emergency preparedness rule which emphasizes the need for facilities to maintain access to healthcare services during emergencies, safeguard human resources, and maintain business continuity and protect physical resources. Every healthcare facility's emergency preparedness program must include the following elements:

- Identification of Mission Essential Functions
- Risk assessment and emergency planning
- Policies and procedures
- Communication plan
- Training and testing

Facility COOP plans are subject to audits by CMS and licensing agencies.

CFDMC Requirements

PROMOTING COOP

CFDMC regularly presents at county level health and medical facility workshops and state healthcare associations. These presentations emphasize the importance of COOP and encourage organizations to join CFDMC and take advantages of resources provided to assist organizations in developing the COOP.

PROVIDING COOP TRAINING

CFDMC has provided numerous trainings to prepare and assist healthcare organizations in developing a COOP. A series of four webinars for inpatient facilities and four webinars for outpatient/home health facilities were held during October to prepare for the implementation of the new CMS Preparedness Rule, including the requirement for a COOP. 85 registered for the inpatient facility webinars and 58 registered for the outpatient/home health facility webinars. The webinars were recorded and posted until November 15 to allow facilities extended access. Participants were surveyed and the webinar overall satisfaction rate and engagement rate were both 100%, with overall satisfaction top box at 83% and engagement top box at 75%.

Since 2017, CFDMC has offered four one-day COOP workshops per year. CFDMC contracts with BOLDPlanning to provide the training, which includes a free one-year subscription to a software for developing a COOP Plan. In 2021, CFDMC began offering a technical assistance workshop for organizations to review and update their COOPs.

Participants from the following organizations have participated in these workshops:

- Hospitals
- Emergency Management
- Emergency Medical Services
- Public Health
- Long-term Care Facilities
- Other Healthcare
- Federally Qualified Healthcare Centers

The Coalition has worked with the training vendor and contracted for one-on-one consultations with organizations who have developed a COOP to further refine these plans.

PROVIDING PPE

The Coalition provides personal protective equipment (PPE) to hospitals within the region. The minimum hospital equipment package includes decontamination PPE. The Coalition recently purchased and distributed PPE for highly infectious diseases to each hospital to cover a three-man shift for four hours, with the ability to deploy a regional cache as needed within four hours.

PROVIDING EXERCISE OPPORTUNITIES

Despite pandemic related obstacles the coalition remains committed to providing exercise opportunities to its members including a full-scale regional exercise returning in April 2022 after a three year absence. This year's full-scale features a chemical plant explosion with the focus on trauma coordination plan and included a demonstration of the new regional trauma coordination center plan and the use of the Juvare platforms for capturing and sharing situational awareness to key partners.

A Burn Tabletop Exercise was held on December 10, 2021, with approximately 40 participants from EMS, hospitals, the Warden Burn Center, emergency management, and public health.

The coalition also provided a Severe Weather tabletop exercise at the CFDMC annual conference.

CFDMC participated in a Family Assistance Center(FAC) exercise at the Daytona Airport and in an exercise with the state to test hospital front-line capabilities and the Florida Infectious Disease Transportation Network. Both exercises were held in March 2022.

The coalition also participates in and encourages its members to participate in the annual Chemical Threat Exposure Exercise (CTEE) put on by the Bureau of Labs, Department of Health.

CFDMC currently offers three annual community-based exercises to all members (a tornado drill each January, a generator drill each June, and an active shooter drill each September). Based on member input, CFDMC is partnering with the region's emergency management offices to offer an annual COOP exercise.

ASSESSING AND IMPROVING SUPPLY CHAIN INTEGRITY

In 2019, CFDMC conducted a supply chain integrity survey with the region's hospitals. The results showed no significant supply chain gaps, although there was concern over dependence on a single blood bank organization. In 2020, CFDMC surveyed long-term care and other healthcare members. During the COVID-19 response, supply chain issues were significant, and we captured these in the after-action report. The results of both surveys and the pandemic AAR were used to develop a supply chain integrity mitigation strategy which was presented to the Coalition Board for approval in June 2021 and updated annually.

COORDINATING AND SUPPORTING INFORMATION SHARING PLATFORMS

Communications is a high priority for CFDMC and its members. A Communications forum was held on February 21, 2020, with hospitals, emergency managers, EMS, public health and long-term care to finalize essential elements of information and to review all existing communication platforms. A matrix was developed to determine and prioritize communication gaps and to identify communication platforms to close gaps. To streamline information being sent to hospitals and other members, the Coalition produces regular situation reports during major events with information from conference calls, weblinks and other sources of vital information.

The Coalition is partnering with the Florida Hospital Association for to pilot a suite of Juvare products to close communication gaps, including EMResource, eICS, EMTrack and Juvare Exchange..

SHARING THE CFDMC COOP

CFDMC updated its COOP annually and upon approval by the Board, the plan is posted to CFDMC website.

Priorities for 2022-2023:

The following are the Continuity of Healthcare Delivery System priorities for the coming year:

- Continue to offer COOP workshops throughout the year.
- Add an annual community-based COOP exercise for members beginning in 2023.
- Implement the supply chain integrity mitigation strategy.
- Continue the regional communications pilot through April 2023 to fully test and demonstrate its effectiveness in providing situational awareness to key response and healthcare partners.