



**Central Florida Disaster Medical Coalition
Continuity of Healthcare
Service Delivery Plan**

Approved by CFDMC Board June 21, 2022

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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 6/30/22
Annual Review & Update	Posted to Website May 2023

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, home health 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 have a continuity of operations plan and emergency operations plan which 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

encourages organizations to join CFDMC and take advantage 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 2017 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 each year. CFDMC contracts with BOLDplanning to provide the training, which includes a free one-year subscription to a software for developing a COOP Plan.

Participants from the following organizations have participated in these workshops:

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

In 2021, CFDMC began offering a technical assistance workshop for organizations to review and update their COOPs.

In 2022-2023, the Coalition added a BOLDplanning Comprehensive Emergency Management Planning (CEMP) workshop, offered four times each year, to assist healthcare facilities in developing emergency operations 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 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 (see Infectious Disease Annex).

PROVIDING EXERCISE OPPORTUNITIES

The Coalition remains committed to providing exercise opportunities to its members including an annual full-scale regional exercise, as well as four community-based exercises (a tornado drill in January, a generator drill in June, an active shooter drill in September and a weather-related drill in December).

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.

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 partnered with Florida Hospital Association to pilot a suite of Juvare products to close communication gaps, including EMResource and eICS. The pilot has been extended to April 2025. An EMResource Steering Committee is working to develop best practice guidelines for the use of EMResource.

SHARING THE CFDMC COOP

CFDMC updates its COOP annually and the plan is posted to the CFDMC website.

Priorities for 2023-2024:

The following are the Continuity of Healthcare Delivery System priorities:

- Continue to offer COOP and CEMP workshops throughout the year.
- Continue to standardize the use of EMResource across the region, increasing situational awareness to key response and healthcare partners.