



BOSTON HPC STRATEGIC PLAN 2019-2021

The Boston Healthcare Preparedness Coalition (HPC) is a partnership consisting of public health and medical partners in the metropolitan Boston region, who coordinate for a unified response to and recovery from emergencies affecting public health and/or its healthcare system infrastructure in the City of Boston. This document provides an overview of the strategic priorities for the Boston HPC from January 1, 2019 – December 31, 2021.

Vision

We envision a coordinated system of partners, able to meet the health, medical, and social service needs of all of Boston's residents and visitors during and after emergencies.

Mission

The mission of the Boston HPC is to develop and promote healthcare system preparedness, response, and recovery capabilities for the City of Boston.

Goals

The following section includes the three main goals the Boston HPC will aim to achieve in 2019-2021. Each goal will be made up of various strategies to achieve the over-arching goal. The objectives and accompanying tasks/activities of each strategy are to be developed, implemented, assessed and evaluated throughout 2019-2021.

Goal 1: Coalition Management & Development: Strengthen coalition effectiveness by investing in coalition infrastructure and program management, and by continuing to support and expand coalition membership

Strategy 1: Assess and improve engagement strategies for current membership and new members, and develop and implement new methods to strengthen partnerships

- Goal 1, Strategy 1 will focus on evaluating the engagement and outreach strategies currently used on Boston HPC members and potential new partners and stakeholders. This analysis will enable the coalition to determine the strategies that are currently effective, the strategies that need improvement and the opportunities that should be initiated. Successful implementation of this strategy will strengthen relationships with current members, and increase coalition partnerships in the public health and healthcare sectors.
 - Objective 1: Evaluate current Boston HPC engagement methods to assess best practices and areas for improvement

- Objective 2: Identify additional resources or benefits that would enhance membership engagement
- Objective 3: Increase Boston HPC membership amongst core disciplines and under-represented health disciplines

Strategy 2: Strengthen interconnectivity between disciplines in order to increase planning, response, and recovery operations across the coalition

- Goal 1, Strategy 2 will include objectives that are intended to strengthen collaboration amongst Boston HPC members to improve the effectiveness of the healthcare system's planning, response, and recovery operations. Objectives of this strategy will increase coordination within and amongst different healthcare disciplines, and increase the Boston HPC's role to its membership as an advisor for issues relating to emergency management.
 - Objective 1: Facilitate inter and intra facility/ discipline learning opportunities regarding planning and preparedness initiatives
 - Objective 2: Coordinate training and exercise opportunities across Boston HPC membership to provide learning opportunities across all member disciplines
 - Objective 3: Serve as an advisor for Boston HPC membership on emergency management issues

Strategy 3: Enhance coalition infrastructure to better serve coalition's member's needs, as well as increase the coalition's functionality

- Goal 1, Strategy 3 will be dedicated to improving the program management of the Boston HPC. This will include investment in the coalition's information sharing platforms, administrative management of the coalition's membership, and the coalition's capacity to manage its annual workplan and priority projects
 - Objective 1: Evaluate and strengthen the Boston HPC membership portal to better serve the needs of each member
 - Objective 2: Standardize Boston HPC workplan development and project management to ensure the coalition meets required deliverables, addresses coalition priorities, and completes projects
 - Objective 3: Investigate opportunity for membership contact management (administrative and organizational focus)

Strategy 4: Integrate an evaluation process to assess coalition's advancement of the strategic plan's goals and objectives

- Goal 1, Strategy 4 will strengthen coalition effectiveness by providing a mechanism to evaluate the strategic goals, strategies and objectives of the coalition strategic plan. This mechanism will assess progress on the coalition's goal, and allow for adjustments and/or improvements as necessary.

- Objective 1: Develop and implement an assessment tool to measure the progress of Boston HPC's strategic plan 2019-2021
- Objective 2: Develop and implement an assessment tool to measure the completion of the Boston HPC's annual workplan deliverables

Strategy 5: Seek new and diversified funding opportunities, and assess how to use current funding to support coalition strategic goals and strategies

- Goal 1, Strategy 5 will seek to increase and diversify coalition funding streams to maintain operations and fulfill the new goals, objectives and strategies of the coalition. These new opportunities will increase the coalition's sustainability and enable a more flexible and comprehensive work plan.
 - Objective 1: Identify 2-3 new areas of funding to support the Boston HPC
 - Objective 2: Identify 2-3 new areas to spend coalition funding that are aligned with carrying forward strategic goals and strategies

Goal 2: ESF-8 and Health and Social Services Emergency Management: Continue to support regional Emergency Support Function-8 (ESF-8): Public Health and Medical Services and Recovery Support Function (RSF): Health and Social Services capabilities, and identify and address gaps at all phases of the emergency management cycle.

Strategy 1: Continually assess the coalition's current preparedness and response actions to determine best practices and areas for improvement

- Goal 2, Strategy 1 will incorporate an evaluation process for all of the coalition's preparedness, response and recovery work in order to assess and establish an improvement process for our ESF-8 and RSF responsibilities.
 - Objective 1: Establish and implement a coalition assessment process to determine best practices and areas for improvement in preparedness, response and recovery operations
 - Objective 2: Develop a Boston HPC Continuity of Operations Plan to guide coalition operations during an incident impacting the coalition's core functions and capabilities

Strategy 2: Assess and improve Boston HPC response operations through the MIC to better support the coalition and membership

- Objectives of Goal 2, Strategy 2 are focused on improvement of coalition response operations through the Medical Intelligence Center. This strategy will also seek to further integrate the Boston HPC and its members into city-wide and state-wide planning and response operations for emergencies.
 - Objective 1: Sustain and enhance Incorporation of Boston HPC response into city and statewide planning for large-scale incidents

- Objective 2: Implement a membership feedback mechanism to inform MIC operations during and after response operations
- Objective 3: Update coalition Response Plan to clearly define roles and responsibilities of the MIC, coalition membership and external partners

Strategy 3: Determine the coalition’s capacity to support public health and healthcare system recovery, and develop strategy and guidance for the coalition’s recovery function role during all phases of the emergency management cycle

- Goal 2, Strategy 3 will be dedicated to increasing the coalition’s capacity for recovery planning and operations. This strategy’s objectives will include the development of a dedicated working group to move recovery projects forward, an assessment of the required recovery partners and stakeholders, and the development of a Boston HPC Recovery Plan.
 - Objective 1: Form a Boston HPC Recovery Planning Working Group to lead development of coalition recovery planning
 - Objective 2: Determine required partnerships/stakeholders necessary for a comprehensive coalition-recovery plan, and begin outreach and engagement efforts
 - Objective 3: Draft and approve planning documents necessary for a comprehensive coalition-recovery plan

Strategy 4: Utilize the coalition working group model to address specific topics within the preparedness, response and recovery phases

- Goal 2, Strategy 4 will focus on sustaining the Boston HPC working group model to address specific or specialty projects within the Boston HPC’s preparedness, response, recovery and recovery phases.
 - Objective 1: Continue to support and develop the Training & Exercise and Healthcare Facility Evacuation Working Group
 - Objective 2: Develop additional working groups as needed to support specific regional gaps and membership interests and concerns

Goal 3: Brand and Presence: Elevate the presence of the Boston HPC and the field of healthcare system preparedness as a whole.

Strategy 1: Increase awareness of our coalition and our subject matter expertise at the state, regional, and national level

- Objectives of Goal 3, Strategy 1 are focused on increasing the coalition’s role as a subject matter expert in the field of public health and healthcare system preparedness, response and recovery. These objectives will include increasing the coalitions exposure on the national, state and local level through further participation and presentations at industry conferences and to stakeholders outside of the ESF-8 community, and partnering with academic institutions for research projects.

- Objective 1: Present on the Boston HPC and our work at local, state and national conferences focused on healthcare, public health, healthcare coalitions, emergency management and recovery; as well as tangential fields that are still relevant to our work (resilience, architecture etc.)
- Objective 2: Identify and present to groups, organizations, and coalitions inside and outside of the ESF-8 community that should be aware of the Boston HPC and our work
- Objective 3: Establish partnerships with local academic institutions to pursue research projects related to healthcare system preparedness, response and recovery

Strategy 2: Seek new partners outside of the traditional ESF-8 community

- Goal 3, Strategy 2 will emphasize networking and engagement to non-traditional, yet still crucial partners and stakeholders to the Boston HPC to increase awareness of the coalition’s capabilities and needs.
 - Objective 1: Identify organizations and agencies outside of ESF-8 community that support Boston HPC preparedness, response and recovery efforts
 - Objective 2: Reach out to all identified list to set up a phone call or in-person meeting to discuss the Boston HPC capabilities and opportunities for partnership

Strategy 3: Develop and implement Boston HPC marketing and promotional strategy to increase broader awareness of coalition across the region and amongst different sectors

- Goal 3, Strategy 3 will be dedicated to a marketing and promotion strategy that increases the coalition’s brand with both internal and external partners to broaden awareness across the region and across different sectors.
 - Objective 1: Assess and improve current Boston HPC promotional materials, and create new materials as necessary
 - Objective 2: Create brand awareness strategy/working group to find and explore branding opportunities, and develop a public relations/marketing strategy

Goal 1: Coalition Management & Development: Strengthen coalition effectiveness by investing in coalition infrastructure and program management, and by continuing to support and expand coalition membership.

<p>Strategy 1: Assess and improve engagement strategies for current membership and new members, and develop and implement new methods to strengthen partnerships</p>	<p>Strategy 2: Strengthen interconnectivity between disciplines to increase planning, response and recovery operations across the coalition</p>	<p>Strategy 3: Enhance coalition infrastructure to better serve coalition's member's needs, as well as increase the coalition's functionality</p>	<p>Strategy 4: Integrate an evaluation process to assess coalition's advancement of strategic plan's goals and objectives.</p>	<p>Strategy 5: Seek new and diversified funding opportunities, and assess how to use current funding to support coalition strategic goals and strategies</p>
<p>Objective 1: Evaluate current Boston HPC engagement methods to assess best practices and areas for improvement</p>	<p>Objective 1: Facilitate inter and intra facility/ discipline learning opportunities regarding planning and preparedness initiatives</p>	<p>Objective 1: Evaluate and strengthen the Boston HPC membership portal to better serve the needs of each member</p>	<p>Objective 1: Develop and implement an assessment tool to evaluate the Boston HPC's strategic plan 2019-2021</p>	<p>Objective 1: Identify 2-3 new areas of funding to support the Boston HPC</p>
<p>Objective 2: Identify additional resources or benefits that would enhance membership engagement</p>	<p>Objective 2: Coordinate training and exercise opportunities across Boston HPC membership to provide learning opportunities outside of current silos</p>	<p>Objective 2: Standardize Boston HPC workplan development and project management to ensure the coalition meets required deliverables, addresses coalition priorities, and completes projects</p>	<p>Objective 2: Develop and implement an assessment tool to evaluate the Boston HPC's annual workplan deliverables</p>	<p>Objective 2: Identify 2-3 new areas to spend coalition funding that are aligned with carrying forward strategic goals and strategies</p>
<p>Objective 3: Increase Boston HPC membership amongst core disciplines and under-represented disciplines</p>	<p>Objective 3: Serve as an advisor for Boston HPC membership on emergency management issues</p>	<p>Objective 3: Investigate opportunity for membership contact management (administrative and organizational focus)</p>		

<p>Goal 2: ESF-8 and Health and Social Services Emergency Management: Continue to support regional Emergency Support Function-8 (ESF-8): Public Health and Medical Services and Recovery Support Function (RSF): Health and Social Services capabilities, and identify and address gaps at all phases of the emergency management cycle.</p>			
<p>Strategy 1: Continually assess the coalition’s current preparedness and response actions to determine best practices and areas for improvement</p>	<p>Strategy 2: Assess and improve Boston HPC response operations through the MIC to better support the coalition and membership</p>	<p>Strategy 3: Determine the coalition’s capacity to support public health and healthcare system recovery, and develop strategy and guidance for the coalition’s recovery function role during all phases of the emergency management cycle</p>	<p>Strategy 4: Utilize the coalition working group model to address specific topics within the preparedness, response and recovery phases</p>
<p>Objective 1: Establish and implement a coalition assessment process to determine best practices and areas for improvement in preparedness, response and recovery operations</p>	<p>Objective 1: Sustain and enhance incorporation of Boston HPC response into city and statewide planning for large-scale incidents</p>	<p>Objective 1: Form a Boston HPC Recovery Planning Working Group to lead development of coalition recovery planning</p>	<p>Objective 1: Continue to support and develop the Training & Exercise and Healthcare Facility Evacuation Working Group</p>
<p>Objective 2: Develop a Boston HPC Continuity of Operations Plan to guide coalition operations during an incident impacting the coalition’s core functions and capabilities</p>	<p>Objective 2: Implement a membership feedback mechanism to inform MIC operations during and after response operations</p>	<p>Objective 2: Determine required partnerships/stakeholders necessary for a comprehensive coalition-recovery plan, and begin outreach and engagement efforts</p>	<p>Objective 2: Develop additional working groups as needed to support specific regional gaps and membership interests and concerns</p>

	Objective 3: Update coalition Response Plan to clearly define roles and responsibilities of the MIC, coalition membership and external partners	Objective 3: Draft and approve planning documents necessary for a comprehensive coalition-recovery plan	
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Goal 3: Brand and Presence: Elevate the presence of the Boston HPC and the field of healthcare system preparedness as a whole.		
Strategy 1: Increase awareness of our coalition and our subject matter expertise at the state, regional, and national level	Strategy 2: Seek new partners outside of the traditional ESF-8 community	Strategy 3: Develop and implement Boston HPC marketing and promotional strategy to increase broader awareness of coalition across the region and amongst different sectors
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Objective 2: Identify and present to groups, organizations, and coalitions inside and outside of the ESF-8 community that should be aware of the Boston HPC and our work	Objective 2: Reach out to all identified list to set up a phone call or in-person meeting to discuss the Boston HPC capabilities and opportunities for partnership	Objective 2: Create brand awareness strategy/working group to find and explore branding opportunities, and develop a public relations/marketing strategy
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