



Strategic Plan 2016 – 2018

Mission

To develop and promote healthcare emergency preparedness and response capabilities in the East Central Florida Domestic Security Task Force Region 5 (RDSTF Region 5), including the following nine counties: Brevard, Indian River, Lake, Martin, Orange, Osceola, Seminole, St. Lucie, and Volusia Counties. The CFDMC will facilitate healthcare organizations and other partners in working together collaboratively to build, strengthen, and sustain a healthcare preparedness and response system within Central Florida and to assist Emergency Management and Emergency Support Function (ESF)-8 (Health and Medical) with the National Preparedness Goal identified five mission areas: Prevention, Protection, Mitigation, Response, and Recovery as related to healthcare disaster operations. The major goals of the CFDMC are:

- 1) Facilitate information sharing among participating CFDMC Members and jurisdictional authorities to promote common situational awareness;
- 2) facilitate resource support by expediting the mutual aid process or other resource sharing arrangements among CFDMC Members and support the request and receipt of assistance from local, state, and federal authorities;
- 3) facilitate the interface between the CFDMC and appropriate jurisdictional authorities to establish effective support for healthcare system resiliency and medical surge; and
- 4) build and/or strengthen local health capacity and capabilities in the event of an emergency or disaster.

Vision

To create and sustain a resilient community with a common purpose and voice, subsequently protecting and saving lives during disasters of all types and sizes.

Board of Directors

| Name | Title Organization | Initial Board Term | Essential Partnership Group Represented | County(ies) Represented |
|--|--|-----------------------------------|--|--|
| Alberts, Eric | Manager, Emergency Preparedness Orlando Health Systems | Reappointment Expires 12/31/17 | Hospitals | Orange |
| Blanton, Sheri | Forensic Senior Program Manager District Nine Medical Examiner's Office | Initial Term Expires 12/31/17 | Medical Examiner | Orange/Osceola |
| Freeman, Dave | CFDMC Executive Director | N/A (Appointed Co-chair) | Emergency Management/ EMS | Region |
| Gervasi, D.O., Michael, 2015 Vice Chair | President & CEO Florida Community Health Centers, Inc. | Reappointment Expires 12/31/17 | Federally Qualified Health Center | St. Lucie / Martin |
| Harris, Alan | Emergency Manager Seminole County | Expires 12/31/17 | Emergency Management | Seminole |
| Harshburger, Daniel | Bureau Chief of Rescue Martin County Fire Rescue | Expires 12/31/17 | EMS | Martin |
| Hartley, Randy, 2015-2016 Chair | Chief Operating Officer, Nemours Children's Hospital | Reappointment Expires 12/31/17 | Hospital / Pediatrics | Orange |
| Healy, Douglas | District Pharmacy Supervisor-Store Operations Walgreen Co. | Reappointment Expires 12/31/17 | Pharmacy | Brevard, Indian River, Orange |
| Judge, Jim | Emergency Management Director Volusia County Department of Public Protection | Reappointment Expires 12/31/17 | Emergency Management | Volusia |
| Kissler, Aaron | Administrator DOH-Lake | Expires: 12/31/17 | Public Health | Lake |
| Mock, Eric | Executive Director Avante of Orlando | Reappointment Expires 12/31/17 | Long-Term Care | Orange |
| Pappas, Dr. Peter | Florida Committee on Trauma | Expires 12/31/16 | Hospital / Trauma | Brevard |
| Santana, Davian | CEO Vista Clinical | Reappointment Expires 12/31/17 | Laboratory | Region |
| Smith, Wayne | Area Biomedical Manager Davita Healthcare Partners | Expires 12/31/17 | Specialty Service Providers (Dialysis) | Brevard, Indian River, St. Lucie & Martin Counties |

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|----------------------------|---|-----------------------------------|---|-------------------------|
| Sorenson, Bob Treasurer | Osceola Fire Chief | Reappointment Expires 12/31/17 | EMS | Osceola |
| Sperber, Clint | Health Officer and Administrator Florida Department of Health in St. Lucie County Central Florida (Region 5) Domestic Security Task Force Health Co-Chair | N/A (Appointed Co-chair) | Public Health | Region |
| van Caulil, Karen, Ph.D. | President & CEO Florida Healthcare Coalition | Reappointment Expires 12/31/17 | Business/Association | Region |
| W.G. Mason, Lynda | Emotional & Spiritual Team Leader Disaster Response at Northland | Reappointment Expires 12/31/17 | Behavioral Health / Faith-Based | Seminole |
| Wolfberg, Steve | Director of Emergency Management & Corporate Transport Martin Memorial Health System | Expires 12/31/17 | Hospitals | Martin & St. Lucie |

Strategic Objectives for 2016-2018

| SMART Objective | Measure | Lead | Actions/Status |
|---|--|---------------------|---|
| By October 31 each year, review and update the Board Governance policies. | <p>% of contract deliverables submitted/accepted</p> <p>CFMDC Board Book (documenting processes including annual bylaws update, Board nominations/ elections, Board and member onboarding, fiscal procedures, funding process)</p> | Lynne Drawdy | |
| Quarterly, achieve all contract deliverables with no audit exceptions and no financial penalties | <p>DOH BPR Deliverables Audit shows no deliverables</p> <p>Full payment for all deliverables</p> | Lynne Drawdy | To date for FY 2015-2016, all deliverables have been achieved on time with no audit exceptions. |
| Continuously engage essential partners across all counties in the coalition. | <ul style="list-style-type: none"> • Number of coalition members (by essential partnership group and by county) • % of members attending coalition meetings / trainings / exercises • Member satisfaction • Communication drill results • Target for 2016: Medical Societies/Physicians | Board | As of 1/31/16, the Coalition has 244 members from 122 organizations |
| By June 30, 2017, develop a sustainment strategy that outlines actions to diversify and increase revenue. | # and \$ in new revenue sources | Executive Committee | |

| SMART Objective | Measure | Lead | Actions/Status |
|--|---|---------------------|----------------|
| By June 30, 2017, develop an algorithm for updating and communicating coalition / regional plans to stakeholders. | Documented in Governance Process | Lynne Drawdy | |
| By June 30, 2017, develop a quality improvement process that incorporates corrective actions from AARs/IPs and feedback from coalition members into plans, procedures and processes regionally. | Documented in Governance Process and Strategic Plan updates | Lynne Drawdy | |
| By December 31, 2017, engage healthcare delivery system executives and healthcare delivery system clinical leaders in planning to ensure policies, protocols, medical protocols and regulations are integrated into overall functioning and resource planning regionally necessary to promote immediate and effective medical surge to provide patient care. | Documented via operational plans / training to address identified gaps in capabilities | Planning Workgroup | |
| By June 30, 2018, the coalition's plans will align with and enhance existing plans for vulnerable populations, such as local Special Needs Registration system maintained by local EM, and special accommodations or specialized equipment and services for vulnerable populations, coordinated by local ESF 8 under the authority of local EM during disasters. | Documented in an operational plans and Demonstrated via exercise/event | Planning Workgroup | |
| By June 30, 2018, the coalition will implement a resource coordination system to support local EM and the RDSTF. | Documented in a Resource Coordination Plan and Demonstrated via exercise/event | Executive Committee | |
| By December 31, 2018, the coalition will identify and enhance existing evacuation plans for individual facilities and well as assist local EM with evacuation planning to improve overall coordination for evacuation and patient movement, both locally and regionally. | Documented in a Healthcare System Evaluation Plan and Demonstrated via exercise/event the following: 1) monitor patient acuity and staffed bed availability in real time, 2) off-load patients, 3) on-load patients, 4) track and document patient movement | Planning Workgroup | |

| SMART Objective | Measure | Lead | Actions/Status |
|---|---|---------------|----------------|
| By December 31, 2018, work with state and federal healthcare partners to define crisis standards of care. | Documented in a Healthcare System Crisis Standards of Care Plan and demonstrated through exercise or real event the ability to both deliver appropriate levels of care to all patients as well as to provide no less than 20% immediate bed availability of staff members' beds within 4 hours of a disaster. | Workgroup | |
| By December 31, 2018, work with the region's medical examiners and hospitals to develop a Family Assistance Coordination process to support mass fatality events. | Documented in a Family Assistance Coordination plan vetted by MEs/Hospitals | Workgroup | |
| By December 31, 2018, establish active list of all emergency response agencies and valid contact information to facilitate communications and coordination. | Solicit current contact information from Florida Fire Chiefs Association, Florida Police Chiefs' Association, Florida Sheriffs' Association, DoH EMS, D.o. Insurance Commissioner/ Fire Marshal Build active email list for notification of meetings and conference calls. | EMS Workgroup | |
| By December 31, 2018, ensure all emergency response agencies have been made aware of Active Assailant Management training resource availability. | Notification made to 100% of emergency response agencies that training resources are available. | EMS Workgroup | |
| By December 31, 2018, provide supplies and resources to emergency responders to assist in the extraction of injured persons from Active Assailant situations | Purchase and distribute supplies as agreed upon by the working group to 1005 of responder agencies requesting such. | EMS Workgroup | |
| By December 31, 2018 re-evaluate Active Assailant program for additional needs. | Survey emergency responders to achieve at least 50% compliance in each county to Active Assailant response capabilities. | EMS Workgroup | |

| SMART Objective | Measure | Lead | Actions/Status |
|---|--|---------------|----------------|
| By December 31, 2018, survey all emergency responders for input for future needs and establish goals for future projects and funding. | Survey 100% of emergency responders for input for future projects. | EMS Workgroup | |
| By December 31, 2018, establish a priority list of EMS projects based upon needs survey | Publish needs survey and prioritize future funding projects | EMS Workgroup | |

Provide input at: info@centralfladisaster.org

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