



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

Name	Title Organization	Initial Board Term	Essential Partnership Group Represented	County(ies) Represented
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 100% 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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