



Central Florida Disaster Medical Coalition (CFDMC) Preparedness Plan

**Attestation:
Approved by the CFDMC Board
On February 20, 2024**

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1.0 INTRODUCTION

1.1 PURPOSE OF PLAN

The purpose of this plan is to outline the Central Florida Disaster Medical Coalition (CFDMC) preparedness activities that develop and test operational capabilities and promote communication, information sharing, resource coordination and operational response and recovery across the nine-county region. The Coalition, with its Board and Members, work together collaboratively to achieve and sustain the capabilities, objectives and activities in the Administration for Strategic Preparedness and Response (ASPR) Hospital Preparedness Program (HPP).

1.2 SCOPE

This plan applies to the CFDMC and the nine counties in East Central Florida (see scope below). The plan does not supersede the authorities or any plans of the participating entities. The CFDMC updates its Preparedness Plan annually.

1.3 MEMBER INPUT

The original CFDMC Preparedness Plan was developed in 2018 and was submitted to all members for review and input. During the annual update, member input is gathered through the annual HVA process and through stakeholder input into exercise and event after-action reports. The HVA process includes participating in the regional and county level preparedness plans, discussing hospital preparedness gaps during monthly hospitals calls, and seeking input from all members through two methods: a facilitated assessment at the September 21, 2023 Coalition member meeting to determine capability gaps and suggestions for closing those gaps, and via a follow-up to gather that information from all members.

After action reports are developed following each exercise or event and all participating organizations are asked to provide input and review the AAR/IP. Improvement opportunities are added to the Traffic Light Report/Project Plan. For example, following the 2023 regional medical surge exercise and pediatric surge exercise, the following actions were added to the project plan: researching and test best practices in maintaining decontamination teams, patient tracking and family reunification, identify staffing and support models for free-standing emergency departments, engaging with One Blood to conduct a time study to identify blood needs and gaps in an MCI, developing practice guidelines and training on EMResource, and integrating pediatric surge in the 2025 full scale exercise.

All members are also given an opportunity to review and provide comments during the annual update of the plan, and the plan is posted to the website and available for comment throughout the year.

2.0 COALITION OVERVIEW

2.1 THE ROLE AND PURPOSE OF THE COALITION

The vision of the CFDMC is 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.

The mission of the CFDMC is to develop and promote healthcare emergency preparedness and response capabilities in the nine counties in East Central Florida. 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 prior to, during, and after a disaster or emergency.

2.2 COALITION BOUNDARIES

CFDMC encompasses the nine counties of the East Central Florida Domestic Security Task Force Region 5 (RDSTF-5), including Brevard, Indian River, Lake, Martin, Orange, Osceola, Seminole, St. Lucie and Volusia Counties.

2.3 COALITION MEMBERS

As of January 31, 2024, CFDMC has 2,424 Individual Members representing 837 organizations. CFDMC core members are hospitals, emergency management, Emergency Medical Services (EMS), and public health. Other member organizations include: specialty patient referral centers; behavioral health services and organizations; Community Emergency Response Team (CERT) and Medical Reserve Corps (MRC); dialysis centers and regional Centers for Medicare and Medicaid Services (CMS)-funded end-stage renal disease (ESRD) networks; Federal facilities (e.g., DoD hospitals, VA medical centers), home health agencies; infrastructure companies; jurisdictional partners, including cities, counties, and tribes; local chapters of health care professional

organizations; local public safety agencies; medical and device manufacturers and distributors; non-governmental organizations; outpatient health care delivery centers; primary care providers, including pediatric and women's health care providers; schools and universities, including academic medical centers; skilled nursing, nursing, and long-term care facilities; support service provider; public or private payers; and other organizations. Membership is updated monthly and a list of all member organizations can be found at: [Central Florida Disaster Medical Coalition | ABOUT \(centralfladisaster.org\)](https://www.centralfladisaster.org/ABOUT) (click on Mission and Activities, click on Our Members).

The CFDMC diverse membership is essential in ensuring a successful whole community response. If segments of the community are unprepared or not engaged, there is a greater risk that the healthcare delivery system will be overwhelmed. The value of the CFDMC as a coalition is the resources represented in the collective capacity of its members. This broad membership allows the Coalition to influence a higher level of disaster health and medical capability throughout organizations and communities across the region. Individuals and organizations working collaboratively across a spectrum of disciplines to develop and maintain disaster health and medical capabilities helps to clarify roles, responsibilities, and assumptions about response and recovery. Collaboration with Coalition members helps facilitate interoperability while leveraging existing capacity inherent throughout organizations and communities across the region. At the same time, collaboration minimizes redundant work and other inefficiencies and maximizes resources. The CFDMC works closely with the ESF-8 lead agencies within the region.

2.4 ORGANIZATIONAL STRUCTURE AND GOVERNANCE

The CFDMC has a robust governance document which is updated annually and was last updated in April 2023. The document includes the CFDMC Bylaws, Charter and Code of Ethics, Board Nominations, Elections and Onboarding, Member Recruitment and Onboarding, Communications, Financial Policies, Special Projects Funding Process, Conflict Resolution, Vendor Selection Process, Vendor Exhibit Policy, Public Access to Records Policy, Document Retention and Destruction Policy, HIPPA Policy, Social Media Policy, Travel Policy, and Employment Policies. The current governance document is located at: [RESOURCES | cfdmc \(centralfladisaster.org\)](https://www.centralfladisaster.org/RESOURCES/cfdmc) (click on Governance Plan).

2.4.1 Role of Leadership Within Member Organizations

Membership in the CFDMC is open to all interested and relevant parties. Individual members are solicited through various means. All members must complete the CFDMC Charter and Code of Ethics to join and receive an orientation letter. Member benefits and expectations are located at: <https://www.centralfladisaster.org/join>.

The CFDMC Executive Committee and Board of Directors include the RDSTF-5 Health and Medical Co-Chairs, executive leaders and clinical leaders from each core member groups (acute care hospitals, emergency management, EMS and public health), and leaders from other membership groups. Bios and photos of the Executive Committee and Board can be found at: <https://www.centralfladisaster.org/directors>.

2.5 RISK

CFDMC conducts an annual update to the regional hazards and vulnerability assessment (HVA) and capability gaps through a review and update of the region's characteristics and collaboration with data from federal, state, regional, county, and member stakeholders. This includes a review of national and state data, and discussion with and input from regional, county, facility and member stakeholders. Based on this year's data and analysis, the most significant regional hazards and threats identified in the December 2023 HVA are:

- Training & Preparing the Health and Medical Workforce (continuing training and exercises)
- Ensuring Preparedness is Sustainable (engaging leaders, collaborations)
- Protecting Responder Safety and Health (supporting mental wellness/resiliency)
- Maintaining Non-Personnel Resources During Emergencies (supply chain integrity)
- Responding to Medical Surge (family reunification, patient tracking, and patient movement/coordination)
- Tornadoes
- Flooding
- Pandemic
- Cyber Attack/IT Outages
- Active Shooter
- Climate Change/Extreme Temperatures

2.6 GAPS

The most significant regional capability gaps identified by members in the December 2023 HVA are:

- Training
- Exercises
- Communications/Information Sharing
- Response Planning

The 2023 HVA can be found at: <https://www.centralfladisaster.org/resources> (click on HVA).

2.7 COMPLIANCE REQUIREMENTS/LEGAL AUTHORITIES

CFDMC assesses member needs in meeting the CMS Emergency Preparedness Rule and licensing requirements and provides plans, training, and exercises to help members meet these requirements. For example, the Coalition offers all members access to two free trainings to help members meet the CMS Emergency Preparedness Rule: Continuity of Operations Planning and Comprehensive Emergency Management Planning. Each is offered four times per year to members. Furthermore, the Coalition delivers a minimum of four community-based drills that meet the CMS standard (a severe weather drill in February, a generator drill in

June, an active shooter drill in September, and a tabletop during the annual December conference based on member input). In addition, CFDMC organizes an annual full-scale medical surge exercise that includes all hospitals and other critical emergency response partners from across the region.

CFDMC must comply with a number of contractual and regulatory/legal requirements, including:

- Understanding federal, state, or local statutory, regulatory, or national accreditation requirements that affect emergency medical care.
- Understanding the process and information required to request necessary waivers and suspension of regulations.
- Supporting crisis standards of care planning, including the identification of appropriate legal authorities and protections necessary to support crisis standards of care activities.
- Maintaining awareness of standing contracts for resource support during emergencies.

3.0 COALITION OBJECTIVES

CFDMC has the following overarching strategic goals:

- ✓ Ensure Sustainability
- ✓ Address Climate Change & Impacts
- ✓ Increase Member Diversity & Engagement
- ✓ Build and Sustain Capabilities

Each of these goals has SMART objectives that are monitored by the Board via the monthly traffic light report. The Strategic Plan is posted at [RESOURCES | cfdmc \(centralfladisaster.org\)](#) (click on CFDMC Strategic Plan). A new strategic plan will be developed by June 2024.

Short-term objectives are identified in the annual work plan update.

3.1 MAINTENANCE AND SUSTAINABILITY

The CFMDC Board has developed several materials that identify and articulate the benefit of Health Care Coalition (HCC) activities and promote preparedness efforts to members and stakeholders. These include a PowerPoint that is provided by the CFDMC Executive Director and/or Board members at county, regional and statewide meetings to engage organizations in the coalition. The CFDMC has a document which outlines the benefits of Coalition membership and the expectations of members. The CFDMC can provide prospective new members with informational brochures outlining membership advantages. This is posted to the website at: <https://www.centralfladisaster.org/join>

CFDMC employs cost-sharing initiatives such as the use of regional workgroups vs. consultants and vendors in planning and exercises. These workgroups are comprised of subject matter experts from our membership. The coalition facilitates and documents the work but the actual value comes from the expertise of the subject matter experts from other organizations. A prime example of this was the development of the pediatric, burn and radiological annexes. We track the in-kind support from these members, and it is typically in excess of 20% of our budget.

CFDMC shares leading practices and lessons learned through after action reports, plans and templates, and through presentations at member meetings.

In January 2023, the Coalition had an ASPR Sustainability Assessment and incorporated and addressed the recommendations in the 2023-2024 work plan. The Coalition submits a sustainability update to the Florida Department of Health each spring.

3.2 ENGAGEMENT OF PARTNERS AND STAKEHOLDERS

CFDMC uses a variety of methods to engage partners and stakeholders, including quarterly meetings and an annual conference, and participation on subject matter workgroups, such as the Emerging Infectious Disease Collaborative, the Region 5 Trauma Advisory Board and its committees (Executive Committee, Clinical Leadership Committee, Preparedness Committee, System Support Committee, Extended Care Committee), the Pediatric Workgroup, the EMResource Steering Committee, and many others. Members are offered the opportunity to serve on a workgroup or committee through the engagement survey at: <https://www.surveymonkey.com/r/CFDMC-Engagement-Survey> and through solicitation of workgroup members as these are formed.

In 2019, a Coalition Member of the Year and Coalition Leader of the Year recognition process was added. This is now an annual recognition program honoring our members, which kicks off each November by asking Coalition members to nominate individuals for both Member of the Year and Leader of the Year. The Board selects the Member of the Year, and the Executive Committee selects the Leader of the Year. All nominees and the Leader and Member of the Year are recognized at the December meeting and in the annual accomplishments report posted at <https://www.centralfladisaster.org/recognitionandaccomplishments>.

3.2.1 Healthcare Executives

CFDMC ensures engagement from healthcare executives through its Board of Directors, which includes executives from core member and other healthcare agencies. The 2024 Board members are listed at <http://www.centralfladisaster.org/about> (click on Meet Your Board).

The CFDMC also engages healthcare executives by sharing after action reports from events and exercises with these executives.

3.2.2 Clinicians

CFDMC ensures engagement from clinical leaders through its Board of Directors, and through ensuring that every project workgroup includes clinical subject matter experts. CFDMC has identified clinical champions. A trauma surgeon, who serves on the Board, also serves as the Executive Director for the Regional Trauma Advisory Board, which includes Trauma and EMS clinical leaders. A Trauma Clinical Leadership Committee has been added with the medical directors for each trauma center and each county EMS agency as members. An infectious disease physician from AdventHealth serves on the Board and leads the Emerging Infectious Disease Collaborative. A pediatric nurse with AdventHealth Hospital for Children has been the champion for pediatric issues, such as sheltering medically complex children and reunification of unaccompanied minors. Clinical leaders also champion planning and exercise activities. The Medical Director for the Region's Level I Trauma

Center is championing the development of a statewide mass casualty incident process with the other Florida healthcare coalitions and the Florida Committee on Trauma.

3.2.3 Community Leaders

CFDMC seeks engagement of community leaders through the RDSTF Region 5 partners, and through engaging community leaders in projects. A strategic objective to increase contact with community leaders led to the Board's decision to create a CFDMC proclamation themed to National Preparedness Month in September; Board members engage their county or city officials to sign the proclamation. The Board held a TEEEX Senior Official Workshop in May 2023 and invited community leaders from across the region to participate, to educate them on the CFDMC benefits and to increase awareness of their role in emergency preparedness. The next step in this process is identifying community leaders and asking Board members to reach out to educate and engage them in the Coalition.

3.2.4 Children, Pregnant Women, Seniors, Individuals with Access and Functional Needs

The CFDMC is concerned with the well-being of all citizens within its boundaries but recognizes that there are special considerations for sub-groups of the population. These individuals may require additional assistance before, during, and after an emergency. Through its interaction with emergency management and ESF-8 in each of the counties, CFDMC, and its members are involved in the consideration of the Special Needs population (SpN). The CFDMC Board and membership include representatives from behavioral health, long-term care facilities, and pediatric care facilities. Annually, the Coalition pulls and shares county data with county emergency management and ESF-8 on emPOWER (individuals with medical needs who rely on power) and SVI (social vulnerability index), used to anticipate vulnerable populations and their needs. Board members representing home health agencies and the mental health system have been added to provide additional insight into meeting the needs of vulnerable populations. The work plan captures planning, training and exercises for these vulnerable populations. For example, the Coalition held a pediatric surge/family reunification tabletop in February 2023 and will be holding reunification exercises for the hospitals during 2024.

4.0 WORKPLAN

A detailed workplan is developed annually and submitted to ASPR and the state contract agency, outlining how CFDMC will continue to build and sustain emergency preparedness and response capabilities and meet federal and state requirements for the Coalition.

4.1 ROLES & RESPONSIBILITIES

The annual workplan is operationalized and monitored by the Board through its Traffic Light/Project Plan Report. This covers the roles and responsibilities of staff members, the Board and work groups.

Monthly updates to this report are posted at: [Central Florida Disaster Medical Coalition | ABOUT \(centralfladisaster.org\)](#) (click on Mission & Activities, click on Traffic Light & Project Plan).

5.0 APPENDICES

5.1 CFDMC RESOURCES

The CFDMC Resource page at [RESOURCES | cfdmc \(centralfladisaster.org\)](#) contains information on:

- All Coalition Mission Ready Packages, Teams, and Equipment
- The Preparedness Plan and its supporting documents, including the strategic plan, governance plan, HVA, COOP, and Training Plan)
- The Response Plan and the supporting annexes, including the Alternate Care, Burn Surge, Chemical Surge, Continuity of Healthcare, Crisis Standards of Care, Disaster Behavioral Health, Equipment Management Policy, Family Assistance Center Response, Mass Fatality Annex, Infectious Disease Surge, Pediatrics Surge, Radiological Surge and Supply Chain Mitigation Strategy. The Response plan is updated each April with member input.

5.2 COMMITMENT TO PARTICIPATE

When members join the CFDMC, they sign the CFDMC Charter & Code of Ethics which outlines their commitment to participate and member expectations. The link to join the Coalition is: <https://www.centralfladisaster.org/join>.

5.3 PROGRAM PLAN AND BUDGET

The CFDMC financial structure and policies can be found in the Governance Plan at: [RESOURCES | cfdmc \(centralfladisaster.org\)](#) (click on Governance Plan).

The CFDMC annual budget is available at: [Mission and Activities \(centralfladisaster.org\)](#) (click on CFDMC FY 23-24 Budget).