



Strategic & Administrative Plan 2016-2017

Background: The North Central Florida Healthcare Coalition (NCFHCC) participated in a strategic planning session on March 14, 2016 to revise its mission and vision and identify specific goals and objectives that it wanted to reach in fiscal year 2016-2017. This planning session was facilitated by WellFlorida Council using the recommendations provided by Captain Paul L. Link, RN, MSHS during his November 20, 2015 evaluation of the NCFHCC. Captain Link is a Field Project Officer in HHS Region IV assigned to evaluate HCCs. The November 20, 2015 on-site visit from Captain Link was attended by Jeanine Posey, Paul Myers, Chief Theus, Brad Caron, Robert Linnens, Tony McLaurin, and Kendra Siler-Marsiglio.

According to Captain Link, an HCC strategic plan should reflect the administrative and preparedness roadmap for the HCC. It should:

- Includes administrative guidelines and preparedness strategy
- Defines strategic review process
- Defines funding mechanisms
- Defines sustainability strategies

For these reasons, at the March 14, 2016 strategic planning session NCFHCC set out to retool its mission and vision statements and developed four NCFHCC strategic goals to address Captain Link's recommendations. ***This document is to be used in conjunction with the NCFHCC Administrative Plan, Patient Monitoring and Tracking Plan, NCFHCC Concept of Operations (CONOPS), and the Communications Plan.***

Strategic Plan: Mission and Vision

Mission: Coordinate healthcare system preparedness and resilience through all sectors of the healthcare system.

Vision: For the service area to have the most prepared healthcare system in Florida.

Strategic Plan: NCFHCC's Goals and Objectives for FY 16-17

Goal 1: Member Recruitment

GOAL: WellFlorida Council will help NCFHCC expand and diversify using a multidisciplinary approach.

To meet this goal, NCFHCC is completing the following two objectives:

Objective 1: NCFHCC will work jointly to train and exercise with Rural Health Partnership, Council of Regional Emergency Medical Services, North Central Florida Trauma Agency, Global Institute of Cybersecurity Research, NEFLHCC, CHAMP, and Big Bend HCC.

Suggested Metrics: number of trainings or exercises with partnering organizations

Objective 2: With the support of WellFlorida, NCFHCC and its partners will recruit and inform healthcare and community representatives in the list below to expand the NCFHCC membership for improved cross-sector participation.

- School district
- Faith-based organizations
- Libraries
- State Parks and Other Employees
- Local Employers
- Local Hospitals and Clinics
- Local Government and State Legislature
- Assisted Living Facilities, Home Health, and Eldercare Organizations
- Health services advisory groups
- Transportation Planners and Providers
- Mental Health and Substance Abuse Representatives
- Local Press
- Federally Qualified Health Centers
- Community Service Organizations
- IFAS Extension Office
- Learning Institutions

- Local Health Councils
- Regional Health Information Organization
- Healthcare Connect Consortium
- Department of Children and Families

Suggested Metrics: number of organizations recruited to NCFHCC, number of organizations participating in NCFHCC

Goal 2: Strategic Plan Review and Dissemination

GOAL: NCFHCC members are working to develop and document timely and relevant administrative and preparedness strategies for the entire NCFHCC Service Area.

To meet this goal, NCFHCC is completing the following three objectives:

Objective 1: At a public meeting, the NCFHCC board in conjunction with its coordinating body will review the NCFHCC administrative plan by September 2016.

Suggested Metric: revised and NCFHCC-approved administrative plan

Objective 2: At a public meeting, the NCFHCC board in conjunction with its coordinating body will review the NCFHCC strategic preparedness plan by March 2017.

Suggested Metric: revised and NCFHCC-approved strategic preparedness plan

Objective 3: For NCFHCC, WellFlorida Council will develop a web presence that includes a means to inform interested parties about the NCFHCC Strategic Plan and provide a way for interested parties to provide input on the NCFHCC Strategic Plan by August 2016.

Suggested Metrics: completed website, number of social media accounts, quarterly newsletter

Goal 3: Sustainability

NCFHCC member definition of “sustainability”: funding, commitment, resources, reason to exist (purpose), and growth.

Goal: NCFHCC members will ensure that the NCFHCC is established by providing information and resources within its service area and obtaining funding for sustainment.

To meet this goal, NCFHCC is completing the following three objectives:

Objective 1a: Before December 2016, the Planning Committee will determine the NCFHCC’s baseline needs for sustainment.

Suggested Metric: baseline needs for sustainment inventory that is reviewed by Planning Committee and acknowledged by NCFHCC

Objective 1b: Before March 2017, the Funding Committee will review the Planning Committee’s report to determine the amount of funds needed for the NCFHCC to maintain.

Suggested Metric: baseline funding amount that is reviewed by Funding Committee and acknowledged by NCFHCC

Objective 2: The Funding Committee will identify alternate funding resources and will report on them at each general NCFHCC meeting.

Suggested Metrics: list of funding opportunities, amount of funds accessed by alternate funding opportunities.

Goal 4: Plans, Training and Exercises

Goal 4A: NCFHCC will create a process for planning, organizing, equipping, training, and exercising based on gap analysis results.

To meet this goal, NCFHCC is completing the following four objectives:

Objective 1: Establish Planning, Training, and Exercise Committees by May 2016.

Suggested Metric: list of committee participants for each committee, documentation of committee meetings.

Objective 2: Empower and send appropriate resources to WellFlorida to handle administrative documentation of planning, training, and exercises.

Suggested Metrics: contract with WellFlorida, bi-monthly communication with WellFlorida

Objective 3: Through training gap analysis, Planning Committee will identify regional needs and ensure HSEEP requirements are reviewed and met, including a comprehensive AAR.

Suggested Metrics: training and exercise gap analysis, checklist of HSEEP requirements for trainings and exercises.

Objective 4: Training and Exercise Committees will develop training and exercise plans. Plans must align with MYTEPs of counties involve with the NCFHCC and must do the following:

- Must enlist participation of all HCC partners to generate a comprehensive exercise.
- Must be HSEEP compliant and documented.
- Must include hotwashes with all players as appropriate.
- Must include feedback forms that are to be completed by all participants the day of exercise.

Suggested Metrics: completed training and exercise plans.

Goal 4B: Ensure HCC members have cyber resilience and cybersecurity frameworks in place by March 2017.

To meet this goal, NCFHCC is completing the following two objectives:

Objective 1: Complete a joint a Department of Homeland Security cybersecurity threat exercise with the NCFTA and COREMS.

Suggested Metric: completed cybersecurity exercise

Objective 2: Adopt a cyber resilience and cybersecurity framework that will help ensure that the NCFHCC service area is prepared for cyber resilience and cybersecurity threats.

Suggested Metrics: adoption of appropriate cyber resilience and cybersecurity framework.

Administrative Plan: NCFHCC Structure

Geographic Area: The region served by the NCFHCC includes the following counties: Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Putnam, Suwannee, and Union.

Membership: Any entity or individual that agrees to work collaboratively on healthcare preparedness and emergency response activities may request membership in the NCFHCC.

Executive Committee

1. The Executive Committee includes the administrators from each hospital in the region, the emergency managers (or designee) and the county health department administrators/directors from each county and the EMS chiefs from each county EMS. The HealthCare Coalition Coordinator (HCCC) also serves on the Executive Committee.
2. Every individual on the Executive Committee has one vote except the HCCC. The HCCC only votes on the second vote of a question (if tied) after the first vote on the question resulted in a tie unless the Executive Committee recommends to lay the vote on the table (Roberts Rules of Order) after the first vote.
3. The Chairperson of the Executive Committee shall preside at all regularly scheduled meetings of the Executive Committee.

4. The Vice-Chairperson shall assume all duties of the Chairperson in his/her absence at regularly scheduled meetings.
5. The Secretary shall take minutes during meetings and distribute the minutes to all members of the coalition AND shall ensure the HCCC is given a copy of all minutes/correspondence for inclusion in HPP or PHEP reports.
6. Officers shall be elected for a term of one year. Officers will be able to serve additional years upon reelection but will not exceed two consecutive terms.
7. Candidates must be current Executive Committee members and can be nominated by any NCFHCC member. Votes shall be by Executive Committee members present. Election of officers shall begin with the Chairperson, then the Vice-Chairperson and then the Secretary.
8. The Executive Committee may create other committees or workgroups to accomplish individual issues.

Advisory Board

Role

The role of the Advisory Board is to provide information and input (such as Subject Matter Experts) to the Executive and Planning Committees and also serves as a NCFHCC member grievance forum.

Composition

The development of the Advisory Board shall be one of the initial efforts of the NCFHCC. Each county will have two representatives on the Advisory Board. These representatives can be nominated from any NCFHCC member and elected by NCFHCC members. NCFHCC should strive to have representation from all areas of NCFHCC area with varied and diverse backgrounds. The purpose is to broaden, strengthen, and diversify the information that the Executive and Planning Committees has at their disposal when making decisions

Duties

- a. When directed by the Executive or Planning Committee, or when voted on by the Advisory Board, the Advisory Board will develop expert testimony/information to bring to the Executive or Planning Committee to help in forming decisions.
- b. The Advisory Board may form committees (such as Subject Matter Experts) to research and recommend input to the Coalition. The composition of committees or sub-committees of the Advisory Board is not limited to Coalition members. Anyone who has knowledge of the subject in question may serve on Advisory Board committees/sub-committees.
- c. Any community member, by virtue of interest or expertise, may motion for the Advisory Board to create testimony/input to be brought before the Executive or Planning Committees. The motion does not have to be made by NCFHCC members, however, only the Advisory Board may vote an action.

Communication between the Executive and Planning Committees and the Advisory Board is intended to be two-way, affording communication in both directions

Voting Membership: The voting membership is referred to as the executive committee and consists of the following:

- County Health Department Administrators or designee
- County EMS representative
- County EM representative
- County Hospital Administrators or designee
- Regional Planners
- Regional Emergency Response Advisors

Each county polls their voting membership and casts one collective county vote, for a total of eleven (11) county votes (one each for Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Putnam, Suwannee and Union counties). The HCC coalition chair is the tie breaker.

Sub-committees: Four sub-committees were formed with the intention to support coalition activities and performance. Furthermore, sub-committees were developed to expedite appropriate research and information gathering in relation to relevant items. The sub-committees include the following:

1. Funding – to determine where/how to spend recommendations for the NCFHCC
2. Planning – develop HCC wide plans (i.e., communications, response, training, etc.)
3. Exercise - develop and deliver requisite exercises to NCFHCC partners
4. Training - determine and deliver requisite training to NCFHCC partners