

2021 CONTINUITY OF OPERATIONS PLAN (COOP)



Region 3 - Healthcare Coalition Alliance



Alliance Partners:

Coalition for Health and Medical Preparedness (CHAMP)
North Central Florida HealthCare Coalition
Northeast Florida Healthcare Coalition

Managed by:



This document is exempt from public disclosure consistent with F.S. 119.071 and F.S. 281.301

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SECTION I - INTRODUCTION

Purpose

This Continuity of Operations Plan (COOP) establishes policy and guidance to ensure the execution of mission essential functions for the REGION 3 - HEALTHCARE COALITION ALLIANCE.

This COOP outlines actions to be taken by the REGION 3 - HEALTHCARE COALITION ALLIANCE during an emergency and focuses on the following components:

- a. Ensure the REGION 3 - HEALTHCARE COALITION ALLIANCE is prepared to provide the mission essential services required.
- b. Identify normal operations and secondary functions and include within the critical phased approach to the restoration of these functions.

Applicability and Scope

This document is applicable to the REGION 3 - HEALTHCARE COALITION ALLIANCE. Support from other local agencies described herein will be coordinated with the responsible office(s) as applicable. This plan will address worst-case scenarios including the REGION 3 - HEALTHCARE COALITION ALLIANCE office not being accessible and may suffer the loss of communications systems including internet.

Authorities

- The National Response Framework
- National Disaster Recovery Framework

References

- Federal Continuity Directive 1, Federal Executive Branch National Continuity Program and Requirements, February 2008
- Federal Continuity Directive 2, Federal Executive Branch Mission Essential Function and Primary Mission Essential Function Identification and Submission Process, February 2008
- Continuity Guidance Circular 1, Continuity Guidance for Non-Federal Entities
- Continuity Guidance Circular 2, Continuity Guidance for Non-Federal Entities: Mission Essential Functions Guidance Process
- Health & Social Services Recovery Support Function CONOPS (DRAFT)
- National Guidance for Health System Preparedness
- Hospital Preparedness Program Measure Manual
- CDC's Public Health Preparedness Capabilities

Planning Process

The REGION 3 - HEALTHCARE COALITION ALLIANCE program is managed by the Northeast Florida Regional Council. The COOP Planning team is made up of individuals of the Northeast Florida Regional Council, who will coordinate directly with the officers and staff coordinators at the three healthcare coalitions who make up the Alliance.

SECTION I - INTRODUCTION

Alliance Member Organizations are:

- Coalition for Health and Medical Preparedness (CHAMP)
- North Central Florida HealthCare Coalition
- Northeast Florida Healthcare Coalition

The REGION 3 - HEALTHCARE COALITION ALLIANCE established a Continuity of Operations Plan planning team with the following members:

Executive Leadership	Beth Payne, CEO, NEFRC
Financial Operations	Donna Starling, CFO, NEFRC
Human Resources	Sheron Forde, Executive Assistant, NEFRC
Healthcare Coalition	Leigh Wilsey, Healthcare Coalition Manager, NEFRC

Plan Update

The Plan will be reviewed annually and after each activation of the plan. Updates to the plan will be accomplished as identified in the annual or post event review.

SECTION II – RISK ASSESSMENT AND PLANNING

Hazard and Vulnerability Analysis

The objective of this COOP is to ensure that viable capability exists to continue essential REGION 3 - HEALTHCARE COALITION ALLIANCE functions across a wide range of potential emergencies, specifically when a primary facility is either threatened, damaged or capacity is diminished.

The Hazard Vulnerability Assessment was used to identify hazards that have the highest impact on the regional healthcare system. Results of the probability and severity scoring using the Regional HVA tool determined the following priority levels of hazards.

Hazard Ranking:

Region 3 Healthcare Hazards	
Level of Risk	Hazard
Major	Hurricane / Tropical Storm (including storm surge)
	Regional Electrical Failure (i.e. blackout)
	Flooding with potential for disruption / harm
	Cyber Terrorism
	Infectious Disease
	MCI Incident General Injuries
Moderate	Regional Communications Disruption
	Multi-Jurisdictional Wild Fire
	Widespread Supply Chain Interruption
	Armed Individual/Active Shooter incident (Large Scale)
	Tornado or Microburst
	Pandemic
	Multiple Facility Evacuations
	Regional Sewer / Water Treatment Failure
	Regional Water Disruption / Interruption
Minor	Widespread Transportation Disruption / Failure
	Regional Fuel Shortage(s)
	Temperature Extremes
	MCI involving chemical, biological or radiological materials
	MCI involving conventional weapons
Winter Weather Event	

Mission Essential Functions

Appendix B – Mission Essential Functions contains the worksheet for documenting the Mission Essential Functions within your facility/organization. The Appendix also supports your efforts in prioritizing the Mission Essential Functions into 3 categories of priorities:

- High impact on health and safety, business operations or client services; must be restored within 0-7 days.
- Moderate impact on health and safety, business operations or client services; must be restored within 7-30 days.
- Low impact on health and safety, business operations or client services; can be restored within 60 days.

SECTION II – RISK ASSESSMENT AND PLANNING

From Appendix B – Mission Essential Functions

MISSION ESSENTIAL FUNCTIONS/ESSENTIAL SUPPORT ACTIVITIES WORKSHEET PRIORITY PROGRAMS AND SERVICES	PRIORITY A, B, or C
CONTRACT MANAGEMENT	A
<i>Finances</i>	
<i>Program Administration</i>	
COMMUNICATION/COORDINATION	B
<i>Information Sharing</i>	
<i>Coordination with FDOH – STATE (Tallahassee)</i>	

SECTION III – MITIGATION

MITIGATION measures are those measures taken by the facility or organization to reduce the affect a threat or hazard has to an Essential Support Activity or Mission Essential Function.

Mitigation Actions Implemented

- All programs of NEFRC can operate in a virtual setting/environment
 - HCC Staff has:
 - Laptop computer with internet access and all applicable software
 - Information Technology service contract with IVenture
 - Agency cell phone
 - VPN access to internal servers
 - Backup of servers contracted through IVenture
 - Remote access to contract reporting databases
 - Organizer access to various communications platforms
 - ReadyOp
 - GotoMeeting
 - Zoom
 - Conference Calling
 - Microsoft Teams
 - Assigned Agency Credit Card
 - Adhering to NEFRC purchasing guidelines

SECTION IV: CONCEPT OF OPERATIONS POLICIES AND PROCEDURES

Objectives

The objective of this COOP is to ensure that viable capability exists to continue essential REGION 3 - HEALTHCARE COALITION ALLIANCE functions across a wide range of potential emergencies, specifically when a primary facility is either threatened or inaccessible or critical infrastructure is damaged, destroyed or impeded. The objectives of this plan include:

- Ensuring the safety of REGION 3 - HEALTHCARE COALITION ALLIANCE)) employees, members, and guests;
- Identification of Mission Essential Functions (MEF) and Essential Support Activities (ESA);
- Ensuring the continuous performance of functions/operations (MEF/ESA) during an emergency;
- Identification of non-essential functions and how to discontinue;
- Protecting essential facilities, equipment, records, and other assets;
- Reducing or mitigating disruptions to operations;
- Minimizing damage and loss;
- Identifying and designating principals and support staff to be relocated;
- Facilitating decision-making for execution of the plan and the subsequent conduct of operations; and
- Achieving a timely and orderly recovery from the emergency and resuming full service.

Planning Considerations and Assumptions

In accordance with State, Federal and industry guidance and emergency management principles, a viable COOP capability:

- Must be maintained at a high level of readiness;
- Must be capable of implementation both with and without warning;
- Must be operational no later than 24 hours after COOP initiation;
- Must be sustainable for up to 30 days;
- Must be consistent with other local emergency plans; and
- Must take maximum advantage of existing State or Federal and local government infrastructure.

The following assumptions were used as a basis of design for the Plan's Concept of Operations and implementation procedures:

- **Appendix A (COOP PLANNING CONSIDERATIONS AND ASSUMPTIONS CHECKLIST)** should be utilized to determine level of implementation.
- Emergencies (or threatened emergencies) may adversely affect the ability of the REGION 3 - HEALTHCARE COALITION ALLIANCE to continue to provide support to essential and

SECTION IV: CONCEPT OF OPERATIONS POLICIES AND PROCEDURES

secondary internal operations, external agencies, and the public. As outlined in the Region 3 Hazards Vulnerability Assessment for specific risks and vulnerabilities.

- COOP (and evacuation teams) will be pre-identified in this plan and recorded in **Appendix D - STAFF ACCOUNTABILITY, EMERGENCY ASSIGNMENT AND CONTACT**.
- Personnel and other resources from the REGION 3 - HEALTHCARE COALITION ALLIANCE and other organizations outside the affected area will be made available, if required, to continue essential operations.
- Relocation facilities and/or alternate relocation facilities will not be affected by the disruptions. If the primary relocation facility is threatened or disrupted, staff will deploy to a secondary pre-designated alternate operating facility.
- If all identified facilities are affected, then the entire operation will be relocated to a TBD alternate relocation site.
- Communications will be interrupted. Alternate communication means will be relied upon heavily.
- All of the business “relocation” models assume the interconnectivity of business data systems remain intact or are available from a backup computer site.
- Capital equipment is marked and inventoried on a master list.
- The recovery period is dictated by the incident and is dependent upon the situation.

Plan Execution

Continuity of Operations planning arises from the possibility of occurrence of both short lived incidents such as power outages or communications failures, and catastrophic events such as fires, terrorism, hurricanes or severe storms affecting the REGION 3 - HEALTHCARE COALITION ALLIANCE’s critical service to the community. In all cases, the decision to implement the COOP can be initiated by the CEO or CFO of the Northeast Florida Regional Council. The following scenarios that could mandate the COOP initiation:

1. The REGION 3 - HEALTHCARE COALITION ALLIANCE office facilities or vital infrastructure is closed or inaccessible to normal business activities as a result of an event or credible threat of an event that would preclude access.
2. The REGION 3 - HEALTHCARE COALITION ALLIANCE office facilities or vital infrastructure is closed as a result of the direct impact of a disaster.

In all instances where the REGION 3 - HEALTHCARE COALITION ALLIANCE COOP is to be implemented; the REGION 3 - HEALTHCARE COALITION ALLIANCE Incident Management Team will be activated.

All staff on duty will assist in the protection of staff, members and visitors, critical equipment, records and other assets in such a manner as to minimize damage and losses of said resources.

The Incident Management Team, upon alert, will conduct a conference call or virtual meeting for an initial briefing.

SECTION IV: CONCEPT OF OPERATIONS POLICIES AND PROCEDURES

The Incident Management Team will be led by the CEO of the Northeast Florida Regional Council, the managing agency of the Region 3 – Healthcare Coalition Alliance. The Incident Commander in conjunction with the Incident Management Team will rapidly identify:

- those affected Mission Essential Functions/Essential Support Activities affected
- what non-essential functions will be suspended or not conducted
- the components of the COOP to implement
- alert/notification for protective actions and/or altered operations have been taken

In some cases, the REGION 3 - HEALTHCARE COALITION ALLIANCE will receive a warning of at least a few hours prior to an incident. Under these circumstances, the process of relocation would normally enable a partial, limited or full relocation of REGION 3 - HEALTHCARE COALITION ALLIANCE staff with a complete and orderly alert, notification of all personnel, and timely alternate site relocation.

Positive personnel accountability throughout all phases of emergencies is of utmost concern, especially if the emergency occurs without warning. **Appendix E – STAFF EMERGENCY NOTIFICATION PROCEDURES** and **Appendix D – STAFF ACCOUNTABILITY, EMERGENCY ASSIGNMENT DESIGNATIONS AND CONTACT** will be essential in keeping good order and accountability of personnel. In all cases, the decision to implement the COOP can be initiated by the CEO or CFO of the Northeast Florida Regional Council, who manages the REGION 3 - HEALTHCARE COALITION ALLIANCE.

Delegation of Authority

Certain responsibilities may be delegated to deputized Northeast Florida Regional Council staff, who manages the REGION 3 - HEALTHCARE COALITION ALLIANCE. **Appendix C - DELEGATION OF AUTHORITY ORGANIZATIONAL CHART**. All employees are empowered to act to ensure safety during emergency situations and daily activities.

Essential Staff

All REGION 3 - HEALTHCARE COALITION ALLIANCE staff members are considered essential. Staff designation and definitions are listed in the Staff Emergency Assignment Designation attached as **Appendix D – STAFF ACCOUNTABILITY, EMERGENCY ASSIGNMENT DESIGNATIONS AND NOTIFICATION**.

Notification Procedures

In a situation that arises during office hours, notification will be given to all facility occupants and to any off-site staff members. The first priority of the COOP is to maintain life safety of personnel. Decisions will be made as quickly as possible by authorized personnel regarding issues of evacuation, increased security or sheltering in place. Notification will occur using the procedure described in **Appendix E – STAFF EMERGENCY NOTIFICATION PROCEDURES** and phone list available in **Appendix D –**

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STAFF ACCOUNTABILITY, EMERGENCY ASSIGNMENT DESIGNATIONS AND CONTACT.

General mitigation measures for reducing damage or loss of office and business systems would include:

- Clearing desks of all loose work in progress by storing it in desk drawers or cabinets
- Properly shutting down and backing up servers
- Unplugging electronic equipment
- In addition to the above mitigation steps it may be necessary, as determined by the REGION 3 - HEALTHCARE COALITION ALLIANCE, for all staff on duty to:
 - Move all unplugged electronic equipment, including telephones, from the exterior offices into an interior office location
 - Insure all doors to the exterior offices are closed and locked before final evacuation from the building
- In addition to the above mitigation steps it may be necessary, as determined by the REGION 3 - HEALTHCARE COALITION ALLIANCE, for all staff on duty at the location to:
 - Secure or brace exterior doors and windows
 - Apply waterproof covering to equipment and all associated supplies and equipment
 - Move sensitive equipment to the inner most area of the building and apply waterproof covering or if warranted move via truck to a safe location as determined by the REGION 3 - HEALTHCARE COALITION ALLIANCE or designee
 - Apply waterproof covering to critical supplies or equipment remaining in the facility or if warranted move via truck to safe location as determined by the REGION 3 - HEALTHCARE COALITION ALLIANCE or designee
 - Apply waterproof covering to all stored records in the facility
 - Take precautionary measures to cover and protect other supplies and equipment as time permits

Without warning, the process becomes less routine, and potentially more serious and difficult. The ability to execute the REGION 3 - HEALTHCARE COALITION ALLIANCE COOP following an incident that occurs with little or no warning will depend on the severity of the impact of the incident on the physical facilities, critical infrastructure and whether personnel are present in the affected facility or in the surrounding area.

Alternate Relocation Facilities

The Northeast Florida Regional Council, who manages the Region 3 – Healthcare Coalition Alliance can operate the agency remotely. All staff have been given equipment and resources to operate from alternate locations.

Communication Systems

SECTION IV: CONCEPT OF OPERATIONS POLICIES AND PROCEDURES

The REGION 3 - HEALTHCARE COALITION ALLIANCE telephone system and area network systems are dependent upon the Xfinity/Comcast network systems.

Staff have also been provided personal laptop computers and smart phones with wireless capabilities through Sprint.

These two systems provide redundancy in and outside of the physical office location.

Transition to Alternate Operations

The REGION 3 - HEALTHCARE COALITION ALLIANCE operations are currently supported at one site. For the purposes of this plan, the primary site is the Northeast Florida Regional Council, who manages the REGION 3 - HEALTHCARE COALITION ALLIANCE. The alternate site is virtual.

Following the initiation of the REGION 3 - HEALTHCARE COALITION ALLIANCE COOP and establishment of communications links at the alternate site, the NEFRC CEO or designated successor will order the cessation of operations at the primary facility. All staff transitioning to the virtual sites will receive direction and be controlled via cell phone communication or other electronic means, as needed. As appropriate, all REGION 3 - HEALTHCARE COALITION ALLIANCE staff will be notified by telephone that the primary REGION 3 - HEALTHCARE COALITION ALLIANCE site has been relocated. All staff will be accounted for during the transition process. **Appendix D – STAFF ACCOUNTABILITY, EMERGENCY ASSIGNMENT DESIGNATIONS AND NOTIFICATION** will support organizing and documentation of the transition process.

Adjustments to the alternate site's operations will be made as necessary. Sufficient office equipment and supplies are not available at the alternate site to support relocation of the entire staff. **Appendix F - ALTERNATE SITE SUPPLIES LIST** lists the equipment and supplies needed to support operations at the alternate location.

The most critical REGION 3 - HEALTHCARE COALITION ALLIANCE data is stored on internal servers located at NEFRC. Backup servers and cloud storage are contracted and maintained by IVenture.

Assessment

Within 24 hours of an emergency relocation, the REGION 3 - HEALTHCARE COALITION ALLIANCE will initiate operations to salvage, restore, and recover the affected facility after approval from local law enforcement and/or emergency service. The REGION 3 - HEALTHCARE COALITION ALLIANCE or designee will coordinate with the appropriate agency and/or jurisdiction to determine the condition of the primary location and the ability to return to normal operations.

Once it has been determined that the primary facility can be reoccupied, a transition timeline will be established. The NEFRC CEO or designee will oversee the orderly transition of all REGION 3 - HEALTHCARE COALITION ALLIANCE functions, personnel, equipment, and records from the alternate (virtual) site to the restored facility. When required equipment and documents are in place at the restored facility, the staff remaining at the alternate (virtual) site will transfer mission critical functions and resume normal operations.

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After Action Review

An After-Action Review process will be initiated prior to the cessation of operations at the alternate (virtual) site. The information to be collected will, at a minimum, include details from any employee working during the COOP initiation and a review of the strengths and weaknesses at the conclusion of the operations. This information will be incorporated into the revisions and update process.

Revisions and Updates

The REGION 3 - HEALTHCARE COALITION ALLIANCE is responsible for maintaining and updating this plan. The REGION 3 - HEALTHCARE COALITION ALLIANCE will ensure that the organization's plan is viable and operational. The COOP plan will be updated as needed.

SECTION V: COMMUNICATION

Notification

Alert and notification are necessary to ensure all on-duty personnel and guests take immediate protective action or start preparing immediately for COOP. Alert and notification occur immediately following detection of an event that may require activation of the REGION 3 - HEALTHCARE COALITION ALLIANCE COOP. Alert and notification are also necessary outside the facility/organization to ensure corporate and community organizations are poised to support implementation of the COOP.

Alliance Staff will use phone, email, and ReadyOp for alerts and notifications to internal staff, as well as healthcare coalition members, partner agencies, and elected officers.

SECTION VI: TRAINING AND TESTING

Plan Training Program

1. Training on this plan will be conducted once a year with NEFRC staff.

The training will be organized to communicate how the plan is activated; the overall purpose and use of the COOP; each staff members' role within the COOP.

2. All personnel shall receive training in the plan appropriate to their role/responsibility.

3. Training examples include:

- a. Roles and responsibilities for executive leadership
- b. Role specific training within the COOP activation

Plan Testing Program

Exercises and drills provide a useful means to test the plan as well as to add to the classroom training that plan participants have received.

Tabletop Exercises and Full-Scale Exercises are the most likely tests of this plan. Alternate sites are a virtual location.

Types of Exercises					
Type of Exercise	Utility/Purpose	Type of Player Action	Duration	Real-Time Play?	Scope
Tabletop Exercise	Assist in the ability to understand and assess plans, policies, procedures, and concepts	Notional	4-8 hours	No	Multiagency or multiple functions
Full-Scale Exercise	Implement and analyze plans, policies, procedures, and cooperative agreements developed in previous exercises	Actual	1 full day or longer	Yes	Multiple agencies or multiple functions