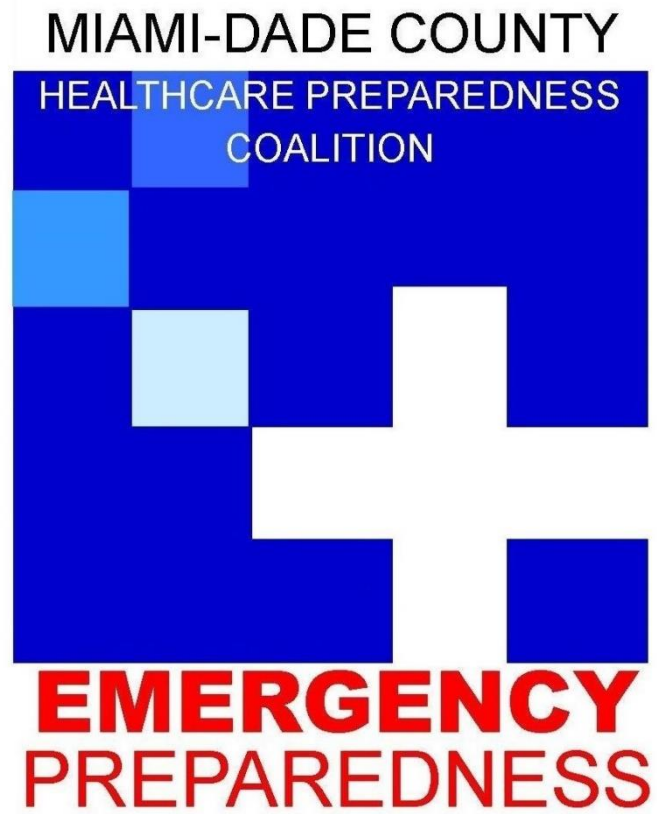


Continuity of Operations Plan (COOP)



Approved by MDCHPC Board of Directors

Mission

Our Mission is to protect the health and well-being of Miami-Dade County's population through a continuous cycle of planning, preparedness, and mitigation to effectively facilitate an improved response to all-hazards events.

Introduction

The primary purpose of the continuity of operations plan (COOP) is to enable the coalition to recover from a disaster as soon as possible so that it can continue its mission. In times of disaster, that mission might additionally include support and assistance to the various Coalition members and the general public, to help them recover from disaster. The exact form of assistance may vary depending on the disaster, but this plan identifies the essential steps the Coalition will take to support the healthcare community and others who will depend on that support.

Special Consideration

The Miami-Dade County Healthcare Preparedness Coalition Staff primarily work remotely and thus the MDCHPC does not maintain a physical office. All work is saved digitally through various modalities.

Section 1. Authority, Assessment, Changes in Everyday Practices

Delegation of Authority/Assignment of COOP Responsibilities

- Authority: The MDCHPC Board of Directors (BOD) appoints the team.

- Team members are: Deputy Director, Emergency Preparedness Coordinator, and the Emergency Management Training and Exercise Coordinator. All team members must be familiar with the information and procedures in this plan regardless of their assigned role.

- Functional grouping/duties of team members:
 - Admin/Management – Deputy Director, Emergency Preparedness Coordinator
 - Duties: Facilitate communications among team members and oversee plan and plan tests. Coordinate activity between and among staff regarding member, vendor and other party communications to ensure continuation of operations.

- Systems/telecommunications recovery – Deputy Director, Emergency Preparedness Coordinator, Exercise and Training Coordinator
 - Duties: Conduct all activities around IT and telecom systems as well as data preservation, security and recovery. Test backup file restoration.

- General additional team duties:
 - Periodically reassess preparedness needs based on staff, experiential and best practices feedback.
 - Conduct at least one annual test of one aspect of the COOP.
 - Annually review and revise the COOP as needed.

Order of Executive Succession

- During or after a disaster or any other event described herein, in the long-term absence or inability of the Deputy Director to perform executive functions, the following are authorized to act on behalf of the Deputy Director in the order of succession listed until her return or until the Board of Directors names a replacement:
 - Emergency Preparedness Coordinator
 - Exercise and Training Coordinator
 - Public Health Co-chair
 - Administrative Co-Chair

- The Board of Directors may, at their discretion, modify this order of executive succession and may appoint a person other than those listed as acting Deputy Director.

- The Deputy Director will develop and periodically update an emergency succession checklist.

Human Capital Management

Staff preparedness

All staff will receive training in emergency preparedness. At a minimum:

- All staff will receive this COOP as part of initial employee briefing.
- All staff will initially and periodically discuss IT training to securely save MDCHPC documents

- All staff will receive training on various methods of communication maintained by the MDCHPC

Employee Contact Information

- The team will utilize Dropbox to create and maintain a record of employee contact information which can be accessed from any location or device with Internet access. Additional backup employee contact information will be maintained in the HR software which is a password-protected electronic bookkeeping system in locked personnel files (this backup system is maintained by the Operations Co-chair).
- All staff members will use the Microsoft Outlook program to maintain personal work calendars and shall “share” their calendars with other staff members. The Deputy Director will regularly review staff calendars and will be generally cognizant of the current location of each staff member.

Staff Preparedness

Employees of an organization whose mission is to plan and implement an efficient and effective healthcare delivery system and resilient healthcare system should likewise be prepared for emergencies and have a plan for personal and family preparedness.

In addition to the specific work-related procedures for mass illness, hurricanes and other unannounced disasters, employees should prepare themselves and families. Staff should fully charge laptop computers, cell phones, hot spots, power packs, etc. and keep them “topped off” as long as power is available in advance of any predicted storm which cause power outages.

Continuity of Communications

Data protection, redundancy and recovery

The Coalition will take steps to preserve critical electronic files and equipment.

- Coalition policies require all staff to save all work-related electronic files to Dropbox.
- Desktops and laptops should be configured to automatically save to the MDCHPC Dropbox Folder and from there the staff member can select an appropriate program or topical folder.
- All laptop computers and other significant electronic equipment will be protected by surge suppressors (APC/UPS)
- The Coalition’s website (maintained on Weebly’s server) shall be accessible to the following staff: Deputy Director, EM Coordinator.

Vital Records Management

Document Preservation

In addition to electronic files addressed in the previous section, the Coalition will identify and take precautions to preserve critical paper documents.

Essential Business Functions

Risk Management, Insurance and Liability

- The Coalition is covered by general business insurance coverage for all assets and staff. The level of fire and theft coverage may be revised and adjusted annually if needed based on replacement costs of the assets.
- The Coalition is covered for the required workers compensation insurance to cover employees for job-related injuries and illness, and will maintain accidental injury coverage for volunteers who are performing tasks for the Coalition.

- The Coalition will indemnify the Board of Directors and will maintain Directors and Officers liability (or equivalent) insurance.
- Insurance policies are maintained within the general Coalition filing system. The current insurance broker is John Galt Insurance Agency (contact is Kenneth R. Fritz, 954-440-2800)

Event cancellation or postponements – Since meeting space closure due to impending hurricane or unannounced disaster can disrupt planned meetings, courses or other activities involving visitors, the plan includes notification of closure, cancellation or postponement to expected visitors. Anticipated attendee information should be collected in advance of meetings, courses or other activities in the office (see previous section). Program support staff and/or meeting and course coordinators should be prepared to rapidly communicate closing or other event change information to anticipated attendees by email and/or by telephone as time and abilities allow. In addition, staff should use the Coalition’s website, listserv, committee email lists and any other means of communications to notify committee members and others of event cancellations, changes or office closings.

Plan Review and Testing

This plan will be reviewed and one component of the COOP will be tested annually.

Section 2. Hazard Specific Guidance and Planning Scenarios.

Loss of services due to reduction of workforce/mass illness

The primary objective related to mass illness such as the pandemic flu will be to help prevent the spread of the disease, to maintain essential Coalition operations as much as possible and to take action to help restore normal Coalition operations as soon as possible.

To help minimize disease spread, staff members are advised to take personal actions such as staying home when sick, frequent hand washing or use of hand sanitizers, distancing from others with disease, and other actions consistent with recommendations provided by public health directors. To assist with recommendations related to social distancing, the Coalition will support electronic meetings, teleconferencing, etc. of committee meetings and other networking necessary to continue Coalition activities. The coalition will maintain a subscription to “GoToMeeting” or equivalent online meeting/webinar program along with a conference call telephone number.

Loss of Access

Hurricanes: The hazard –The Coalition’s area of operation is subject to the threat of wind damage to windows and roof structures with resulting water and wind damage. In addition, the county may be subject to temporary urban street flooding from high intensity rain storms. It is anticipated that nearby roadways/highways would be cleared of hurricane generated debris in the short term.

Hurricanes: The plan of action – Staff will monitor prevailing weather conditions and predictions. In the event of anticipated landfall in Miami-Dade County or area of home office of a category two hurricane or stronger, the following plan will be implemented. The following preparations may fall to the core of full time staff members.

Approximately two days prior to landfall:

- a) Employee contact lists should be reviewed, verified and redistributed (see Employee Contact Information in previous section).
- b) Ensure that Coordinator and Deputy Director have access to electronic or printed copy of the Emergency Contact List in case of power outage or internet outage.
- c) Remind staff to ensure all work-related files are copied to the MDCHPC Dropbox.
- d) Ensure all electronic equipment is fully charged, maintain fully charged external battery for cellphones.

The Constant Contact Distribution list or Everbridge System will be used by the Staff to announce any important updates. In the event of internet and telephone communications failure, staff will use best judgment to return to the work when it is safe and accessible to do so.

Power Outage

In case of a brief power outage, no action should be needed in that all computers and telephone systems are connected to UPS battery systems and are protected from power surges with surge suppressors. In the event of an outage of more than a few minutes, desktop users should save computer files and initiate computer shut-downs (laptop users can continue based on available battery power).

Loss of Services Due to Equipment or System Failure/Other Unannounced Disasters

A loss of information technology equipment or system, or loss of other critical equipment or system may prompt need for COOP activation.

In general, this plan helps ensure that regardless of the disaster, the coalition is prepared to restart operations by restoring data, short or long term relocation, or other actions to get back in business as soon as possible.

Section 3. Recovery/Reconstruction after an Emergency

Continuity Of Facilities

Work from home– Since the Coalition’s Staff primarily works from home, all Coalition files are saved to Cloud-based email (Office 365) which allows for remote email access at any time.

E-meeting alternatives –The Coalition maintains a conference calling capability with a third party vendor which supports audio and also a remote meeting program (GoToMeeting) that supports web conferencing. The web conferencing includes document sharing for large groups or document sharing and videoconferencing for small groups. Microsoft Teams can be used between administrative staff and Zoom as an alternative to GoToMeeting with the larger Coalition Membership.

Appendices

1. Websites and Email Distribution account access information (Redacted, only for Board of Directors)

Appendix 1

Websites and Email Distribution Account Access Information

- Constant Contact
- Weebly Website Builder
- Conference Phone
- Dropbox
- GoToMeeting
- Everbridge
- CVENT
- HHS Coalition Assessment Tool (CAT)
- FL HCCTF Sharepoint (for Deliverables)