



COMMUNITY HEALTH
of **SOUTH FLORIDA, INC.**

**INTEGRATED
PRACTICES FOR
HEALTH CENTER
SAFETY AND
EMERGENCY
MANAGEMENT
PROGRAMS**

Prepared by:
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April 2025

-
- Utilities Management
 - Hazardous Materials and Waste Management
 - Medical Equipment Management
 - Safety Management
 - Security Management
 - Fire Safety Management
 - Emergency Management



EOC MANAGEMENT PLANS

EMERGENCY
MANAGEMENT
PLAN



EMERGENCY MANAGEMENT PLAN

I. PURPOSE

All Community Health of South Florida, Inc. (CHI) Healthcare facilities are geographically located in South Miami-Dade and Monroe County, Florida, an area subject to natural disasters, such as hurricanes, tropical storms, and flooding, as well as man-made disasters. CHI may be called upon to provide emergency patient care in the event of a disaster or a major accident which occurs within CHI's service area. It is the responsibility of the President & CEO or his/her designee to initiate implementation of the CHI Continuity of Operations Plan (COOP) unless otherwise designated. This COOP is done in coordination with the Miami-Dade County and Monroe Counties regional disaster plans.

The CHI Continuity of Operations Plan (COOP) provides guidance for implementation of emergency procedures prior to a declared or imminent incident and immediately after a disaster, in order to ensure optimal medical care for patients while maintaining the safety of CHI employees and security of its facilities and equipment.

EMERGENCY MANAGEMENT PLAN

2. CHI FACILITIES – HEALTH CENTERS

| Centers | Address | Telephone |
|--|---|--------------------|
| Doris Ison Health Center | 10300 SW 216 th Street, Miami, FL 33190 | 305-253-5100 |
| Doris Ison Urgent Care | 10300 SW 216 th Street, Miami, FL 33190 | 305-252-4880 |
| Martin Luther King, Jr. Health Center | 810 West Mowry Drive, Homestead, FL 33030 | 305-248-4334 |
| Martin Luther King, Jr. Urgent Care | 810 West Mowry Drive, Homestead, FL 33030 | 305-242-6037 |
| Martin Luther King, Annex | 820 SW 1 st Street, Homestead, FL 33030 | 305-248-4334 |
| Naranja Health Center | 13805 SW 264 th Street, Naranja, FL 33032 | 305-258-6813 |
| Everglades Health Center | 19300 SW 376 th Street, Florida City, FL 33034 | 305-246-4607 |
| South Dade Health Center | 13600 SW 312 th Street, Homestead, FL 33033 | 305-242-6069 |
| West Perrine Health Center | 18255 Homestead Avenue, Perrine, FL 33157 | 305-234-7676 |
| Coconut Grove Health Center (Under Renovation) | 3831 Grand Avenue, Miami, FL 33133 | 786-245-2700 |
| South Miami Health Center | 6350 SW 72 nd Street (Sunset Drive), Miami, FL 33143 | 786-293-5500 |
| West Kendall Health Center | 13540 SW 135 th Avenue, Miami, FL 33186 | 786-231-0800 |
| Marathon Health Center | 2805 Overseas Highway, Marathon, FL 33050 | 305-743-4000 |
| Tavernier Health Center | 91200 Overseas Highway, Tavernier, FL 33070 | 305-743-0383 |
| Town of Cutler Bay-Behavior Health Center | 10720 Caribbean Blvd. Ste 425 Cutler Bay, FL 33189 | 786-245-2737 |
| Key Largo Site (Under Construction) | 228 Atlantic Blvd. Key Largo, FL 33037 | Under Construction |
| Key West Site | 727 Fort Street, Key West, FL 33040 | 786-272-2160 |
| Hammocks Health Center | 14591 SW 120 th Street, Miami, FL 33186 | 305-253-5111 |
| Warehouse | 8732 SW 129 th Ter Miami, FL 33176 | 786-412-4039 |

EMERGENCY MANAGEMENT PLAN

3. CHI SCHOOL BASED CENTERS

| Group A-Kendall Area | |
|------------------------------------|---|
| School | Address |
| Marjory Stoneman PLC | 650 NW 132nd Ave, Miami, Fl. 33184 |
| Paul Bell Middle | 11800 NW 2nd St. Miami, Fl. 33182 |
| Marjory Stoneman ECC | 11901 NW 2nd St., Miami, Fl 33184 |
| Marjory Stoneman Main | 11901 SW 2nd St. Miami, Fl.33184 |
| Zora Neal Hurtson Elem. | 13137 SW 26th St. Miami, Fl. 33175 |
| G.Holmes Braddock Sr. High | 3601 SW 147th Ave. Miami, Fl. 33185 |
| Royal Green Elem. | 13047 SW 47th Ave. Miami, Fl. 33175 |
| Howard McMillan Middle | 13100 SW 59th St. Miami, Fl 33183 |
| Bent Tree Elem. | 4861 SW 140th Ave. Miami, Fl. 33175 |
| Jane S. Roberts K-8 | 14850 Cottonwood Circle, Miami, Fl. 33185 |
| Bowman Ashe Doolin/ Upper | 6401 SW 152nd Ave. Miami, Fl. 33193 |
| Bowman Ashe Doolin/ Lower | 6001 SW 152nd Ave, Miami Fl. 33193 |
| Dante B. Fascell Elem. | 15625 SW 80th St. Miami Fl 33193 |
| John Ferguson Sr. High | 15900 SW 56th St. Miami, Fl. 33185 |
| Group B-Cutler Bay Area | |
| School | Address |
| H.A. Ammons Middle | 17990 SW 142nd Ave., Miami, Fl. 33177 |
| Colonial Drive Elem. | 10755 SW 160th St., Miami, Fl. 33157 |
| R.R. Moton Elem. | 18050 Homestead Ave. Perrine, Fl. 33157 |
| Henry Perrine Academy | 8851 SW 168th St. Miami, Fl. 33157 |
| Southwood Middle | 16301 SW 80th Ave. Miami, Fl. 33157 |
| Cutler Bay Middle | 19400 Gulfsteam Rd. Cutler Bay, Fl. 33157 |
| Miami Southridge Senior Highschool | 19355 SW 114th Ave, Miami, FL 33157 |
| Goulds Elem. | 23555 SW 112th St. Miami, Fl. 33032 |

EMERGENCY MANAGEMENT PLAN

3. CHI SCHOOL BASED CENTERS

| Group C-Homestead Area | |
|------------------------------|--|
| School | Address |
| William Chapman Elem. | 27190 SW 140th Ave. Homestead, Fl. 33032 |
| Irving & Beatrice Peskoe K-8 | 29035 SW 144th Ave. Homestead, Fl. 33033 |
| Leisure City K-8 | 14950 SW 283th St. Homestead, Fl. 33033 |
| Gateway K-8 | 955 SE 18th Ave Homestead, Fl. 33035 |
| Campbell Drive K-8 | 15790 SW 307th St. Leisure City, Fl. 33033 |
| Campbell Dr. MiddleK-8 | 900 NE 23rd Ave., Homestead, Fl. 33030 |
| Homestead Middle | 650 NW 2nd Ave. Homestead, Fl. 33030 |
| Southdade Senior High | 28401 SW 167th Ave. Homestead, Fl. 33030 |
| West Homestead K-8 | 1550 SW 6th St. Homestead, Fl. 33030 |
| Florida City Elem. | 364 NW 6th Ave. Fl. City, Fl. 33034 |
| Avocado Elem. | 16969 SW 294 st. Homeatend, Fl. 33030 |
| Redondo Elem. | 18430 SW 304th St. Homestead, Fl. 33030 |
| Group D-NON-TCT HCIOS SITES | |
| School | Address |
| Dr. Wallace Cope South | 10225 Sw 147th Terrace Miami FL, 33176 |
| Homestead Senior High | 2351 Se 12th Avenue Homestead FL, 33034 |

EMERGENCY MANAGEMENT PLAN

3. RESPONSIBILITY AND IMPLEMENTATION

It is the responsibility of the President /Chief Executive Officer or his designee to initiate the CHI COOP in cooperation with Miami-Dade County or other regional disaster plans. Each CHI department is required to develop and maintain its own Standard Operating Guidelines (SOG), preparation guidelines are referenced in Section 6 of this document on an annual basis which must address the following responsibilities for a natural disaster or Miami Dade Disaster/Emergency in the same manner:

1. Chain of Command – explains directive of control of command authority.
2. Personnel – explains which individuals are required to implement action.
3. Responsibilities – lists the actions that must take place by each individual.
4. Recovery Plan – actions that must be followed to return to normal business operations.

EMERGENCY MANAGEMENT PLAN

3. DISASTER CONTROL CENTER

Control Centers are established to coordinate patient care, evacuation and support during a disaster or emergency.

a) **Doris Ison Community Health Center (DICHC)**

The main Command Center will be assigned at the Doris Ison Health Center and shall be the first option for location of the Control Center for CHI disaster operations, unless directed otherwise by the President/ Chief Executive Officer or designee. The Control Center is established to coordinate patient care, evacuation, and support during a disaster or emergency.

b) **MLKCC/MLKCC Annex/BeckerBuilding**

The Conference Room in the Martin Luther King Health Center will be the second option for a Control Center location unless directed otherwise by the Chief Executive Officer or his/her designee.

c) **All Other Centers**

All other centers will be closed and supported by the Control Center unless directed otherwise by the President/Chief Executive Officer or his/her designee. This may include other sites that are under construction or sites that may be used for Outreach

EMERGENCY MANAGEMENT PLAN

3. MANAGING SPACE DURING EMERGENCY

The President/CEO or designee will provide, in concert with the VP for Facilities and Logistics, Chief of Security and affected corporate staff leadership, information regarding the management of space during an impending or actual emergency. The VP for Facilities and Logistics will assess space at all CHI facilities and inform the President/CEO or designee about space available, what space needs to be determined as closed and not available and any assignments to evacuate space by the order of CHI President/CEO.

4. INTERNAL SECURITY AND SAFETY

The Chief of Security will manage all security activities at all CHI sites. He/she will be responsible for staffing, access control, evacuation assessment, etc. The Chief of Security will inform the President/CEO or designee ongoing of any security issues affecting CHI sites before an emergency (if a natural emergency) or during any emergency as described in this Plan . He/she will also work with the VP for Facilities and Logistics and his staff and Executive Administration to provide as safe environment at CHI sites that are deemed operational.

EMERGENCY MANAGEMENT PLAN

5. PRESIDENT/CEO CHARGE OF AUTHORITY TO CHAIRS OF EOC

The President/CEO or designee may assign the Chair of the EOC Committee and/or the VP for Facilities and Logistics (Co-Chair) with certain duties and responsibilities in addition to the regular duties to carry out any matters that he/she may deemed to be necessary to carry the provisions of this plan to protect life and property. This does not include any expenditure of funds which would only be authorized by the President/CEO or designee and includes the Chief Financial Officer.

EMERGENCY MANAGEMENT PLAN

6. EMERGENCY RESPONSE

The CHI Emergency Management Plan provides specific information in the Continuity of Operations Plan (COOP) regarding how to respond to major disasters. Such information includes and is not limited to:

- Types of disasters
- Communication plan
- Responsibilities by department before/during/after
- Shelters
- Vendors contact list
- Local authorities and key community partners contact information
- Recovery plan
- Other important related information

EMERGENCY MANAGEMENT PLAN

13. ANNUAL EVALUATION- PLAN EFFECTIVENESS

- Scope
- Risks
- Prioritized Risks
- Goals
- Objectives
- Action Plan

Any recommendations resulting from the review and evaluation of the plan will be submitted to EOC Committee, Performance Improvement Council and the Board for approval.

SCOPE

(Where, What, When, Who, etc.)

All sites

- DI, MLK, Annex, EG, SD, Nar, SM, CG, WK, Ham, WP, Mar, Tav, KW, MMV
- SBCs (35)

Local Communities

- Miami Dade County
- Monroe County
- Police Department
- Fire Department
- MDC Public Schools
- FEMA
- Homeless, MSFW

Outreach staff locations

- Internal and external

Outreach activities

- Jail diversion services
- Health fairs

CSU

- Screening room
- Unit

Patient check-in areas

- Unit reception desk, Information desk, Front desk
- Pharmacy, Lab, Radiology windows

Patient educational services

- Group visits
- Disease specific classes

Home-based services and visits

- Foster care
- Outreach
- Care coordination



SCOPE

(Where, What, When, Who, etc.)

- Bathrooms
- Cafeteria
- Human Resources
- Administration
- Radiology
- Common areas
- Grounds
- Parking lots
- Loading/ Delivery areas
- Warehouse
- MMV and Dental Sites
- UCC/WIS
- Surgical procedures
(Dental, OB, FM)
- Pediatrics
- Vision
- BH injection clinic
- Psycho-social rehab (PSR) services
- CHI Vehicles
 - Dental Mobile Vans
 - Buses
 - Cars



RISKS

(BASED ON GEOGRAPHIC LOCATION, COMMUNITY, POPULATION SERVED, SITES, LOCATIONS, UNITS, SERVICES, PROGRAMS)

- Hurricane
- Tornado
- Severe Thunderstorm
- Heat Wave
- Flood
- Fire
- MIS Failure
- Generator Failure
- Sewer Failure
- HVAC Failure
- Bioterrorism
- Bomb Threat
- Weapons Threat/ Active Shooter
- Mass Casualty Incident
- Radiation Exposure
- Epidemic
- Infant Abduction

RISKS

HAZARD VULNERABILITY ASSESSMENT

COMMUNITY HEALTH OF SOUTH FLORIDA, INC HAZARD AND VULNERABILITY ASSESSMENT TOOL

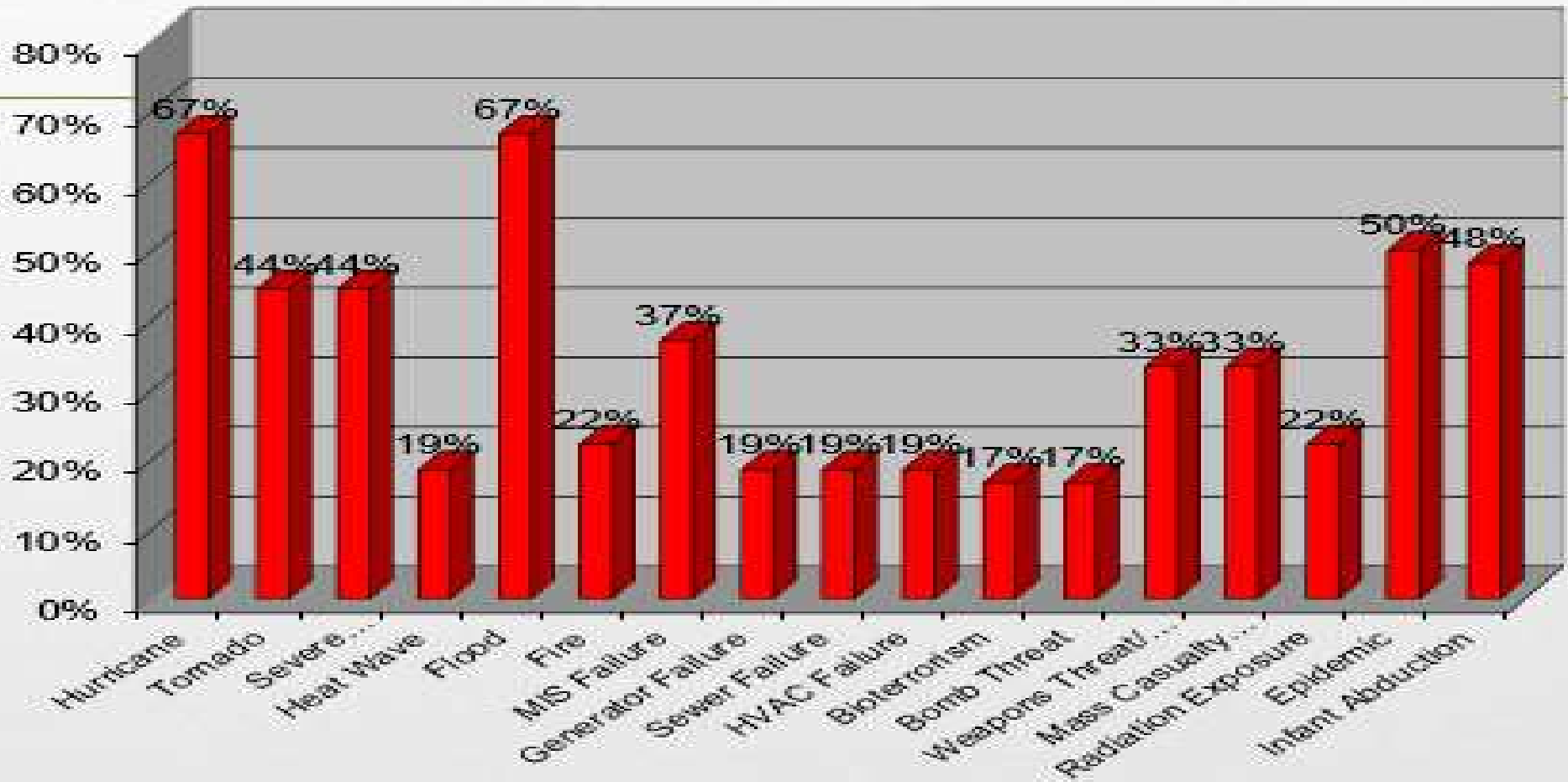


| EVENT | PROBABILITY | SEVERITY = (MAGNITUDE - MITIGATION) | | | | | | RISK |
|--------------------------------|--|---|---|--|--|--|--|------------------|
| | Likelihood this will occur | HUMAN IMPACT <i>Possibility of death or injury</i> | PROPERTY IMPACT <i>Physical losses and damages</i> | BUSINESS IMPACT <i>Interruption of services</i> | PREPARED-NESS <i>Preplanning</i> | INTERNAL RESPONSE <i>Time, effectiveness, resources</i> | EXTERNAL RESPONSE <i>Community/ Mutual Aid staff and supplies</i> | Relative threat* |
| SCORE | 0 = N/A 1 = Low 2 = Moderate 3 = High | 0 = N/A 1 = Low 2 = Moderate 3 = High | 0 = N/A 1 = Low 2 = Moderate 3 = High | 0 = N/A 1 = Low 2 = Moderate 3 = High | 0 = N/A 1 = High 2 = Moderate 3 = Low or none | 0 = N/A 1 = High 2 = Moderate 3 = Low or none | 0 = N/A 1 = High 2 = Moderate 3 = Low or none | 0 - 100% |
| Hurricane | 3 | 3 | 3 | 3 | 1 | 1 | 1 | 67% |
| Tornado | 2 | 3 | 3 | 3 | 1 | 1 | 1 | 44% |
| Severe Thunderstorm | 3 | 2 | 2 | 1 | 1 | 1 | 1 | 44% |
| Heat Wave | 1 | 1 | 1 | 1 | 2 | 2 | 3 | 19% |
| Flood | 3 | 3 | 3 | 3 | 1 | 1 | 1 | 67% |
| Fire | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 22% |
| MIS Failure | 2 | 1 | 1 | 1 | 3 | 1 | 3 | 37% |
| Generator Failure | 1 | 1 | 1 | 2 | 3 | 2 | 1 | 19% |
| Sewer Failure | 1 | 1 | 1 | 2 | 3 | 2 | 1 | 19% |
| HVAC Failure | 1 | 1 | 1 | 2 | 3 | 2 | 1 | 19% |
| Bioterrorism | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 17% |
| Bomb Threat | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 17% |
| Weapons Threat/ Active Shooter | 2 | 1 | 1 | 1 | 2 | 2 | 2 | 33% |
| Mass Casualty Incident | 2 | 1 | 1 | 1 | 2 | 2 | 2 | 33% |
| Radiation Exposure | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 22% |
| Epidemic | 3 | 3 | 0 | 3 | 1 | 1 | 1 | 50% |
| Infant Abduction | 2 | 2 | 0 | 2 | 3 | 3 | 3 | 48% |
| AVERAGE SCORE | 1.88 | 1.81 | 1.50 | 1.94 | 2.13 | 1.81 | 1.81 | 38% |

*Threat increases with percentage.

| |
|---|
| RISK = PROBABILITY * SEVERITY |
| 0.38 0.63 0.61 |

SCORING OF RISKS





SUMMARY OF PRIORITIZED RISKS

- Hurricane
- Tornado
- Severe Thunderstorm
- Flood
- Fire
- MIS Failure
- Weapons Threat/ Active Shooter



GOALS

1. Hurricane : Prepare staff for upcoming Season.
2. Tornado : Hurricane Season preparation.
3. Severe Thunderstorm : Hurricane Season preparation.
4. Flood : Hurricane Season preparation.
5. Fire : reduce the possibility of Facility Fires at all CHI Sites.
6. MIS Failure : reduce the possibility of MIS Failures through on-going systems testing and workflows when systems are down (EHR System)
7. Weapons Threat/ Active Shooter : enhance staff knowledge of possible events and techniques if event should occur.



OBJECTIVES

- I. Prepare CHI Sites and Staff for Emergency Situations , both natural and man-made for effective preparation , mitigation and recovery strategies and initiatives.

ACTION PLAN SUMMARY

| GOALS | OBJECTIVES | ACTION PLAN | RESPONSIBLE PERSON | EVALUATION |
|-------|--|---|--|--|
| 1-4 | Hurricane : Prepare staff for upcoming season. | Update COOP/Emergency Management Plan . Be sure that the “All Hazards “ approach to Emergency Management is addressed. | CHI Leadership/EOC/Board | <ul style="list-style-type: none"> Evaluate Effectiveness of Preparation through Drills Test Staff Knowledge |
| 1-4 | Establish ties with Community Partners in Emergency Management Activities | <ul style="list-style-type: none"> Attend and participate in Communitywide Preparation Activities Institute Best Practices adopted from FEMA Incident Command Center (ICS) and National Incident Management System (NIMS) | Risk Management EOC | <ul style="list-style-type: none"> Attendance to meetings and activities Participant in County and State Coalitions |
| 5 | Reduce and control the possibility of Facility Fires at all CHI Sites. | <ul style="list-style-type: none"> Ongoing Staff Training on Fire Safety Environmental and Safety Rounds Ongoing inspection of Fire Suppression Systems | Safety Risk Management Corporate Staff Education EOC | <ul style="list-style-type: none"> Fire Drills and critiques Test staff knowledge in addressing fires Test fire suppression equipment |
| 6 | MIS Failure : reduce the possibility of MIS Failures through on-going systems testing and workflows when systems are down (EHR System) | <ul style="list-style-type: none"> Ongoing Test of IT Systems for proficiency and reliability. Test Down Time procedures. | Director of Information Technology Risk Manager | <ul style="list-style-type: none"> Fire Drills and critiques Test staff knowledge in addressing fires Test fire suppression equipment |
| 7 | Weapons Threat/ Active Shooter : enhance staff knowledge of possible events and techniques if event should occur. | <ul style="list-style-type: none"> Schedule Drills Train all staff Partner with community entities | Security Risk Management Corporate Staff | <ul style="list-style-type: none"> Critique Worxhub report Training Sign-in sheet |

PROGRESS SUMMARY

- Hurricane : Prepare staff for upcoming Season. On-going
- Tornado : Hurricane Season preparation. On-going
- Severe Thunderstorm : Hurricane Season preparation. On-going
- Flood : Hurricane Season preparation. On-going
- Fire : reduce the possibility of Facility Fires at all CHI Sites. On-going
- MIS Failure : reduce the possibility of MIS Failures through on-going systems testing and workflows when systems are down (EHR System). On-going
- Weapons Threat/ Active Shooter : enhance staff knowledge of possible events and techniques if event should occur. On-going and training with community partners completed

PROGRESS SUMMARY



ANNUAL EVALUATION SURVEY OF EMERGENCY MANAGEMENT PLAN

- How would you evaluate the OBJECTIVES of the Emergency Management and Continuity of Operations Plans (COOP)? (Listed objectives in this EOC Plan are comprehensive and address regulatory and monitoring standards and requirements.)

[More Details](#)

[Insights](#)

| | |
|------------------------------------|----|
| Very satisfied | 16 |
| Satisfied | 16 |
| Neither satisfied nor dissatisfied | 1 |
| Dissatisfied | 0 |
| Very dissatisfied | 0 |

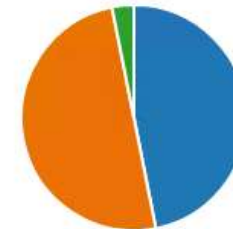


- How would you evaluate the SCOPE of the Emergency Management and Continuity of Operations (COOP) Plans ?

[More Details](#)

[Insights](#)

| | |
|------------------------------------|----|
| Very satisfied | 15 |
| Satisfied | 16 |
| Neither satisfied nor dissatisfied | 1 |
| Dissatisfied | 0 |
| Very dissatisfied | 0 |



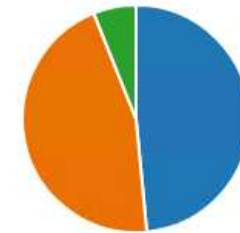
ANNUAL EVALUATION SURVEY OF EMERGENCY MANAGEMENT PLAN

How would you evaluate the PERFORMANCE of the Emergency Management and Continuity of Operations (COOP) Plans ?

[More Details](#)

[Insights](#)

| | |
|------------------------------------|----|
| Very satisfied | 16 |
| Satisfied | 15 |
| Neither satisfied nor dissatisfied | 2 |
| Dissatisfied | 0 |
| Very dissatisfied | 0 |

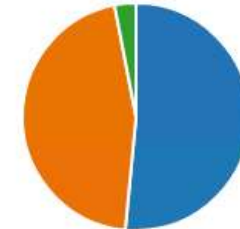


How would you evaluate the INDICATORS of the Emergency Management and Continuity of Operation Plans (COOP)? (Indicators selected for assessing performance are appropriate and designed to effectively assess progress with this plan.)

[More Details](#)

[Insights](#)

| | |
|------------------------------------|----|
| Very satisfied | 17 |
| Satisfied | 15 |
| Neither satisfied nor dissatisfied | 1 |
| Dissatisfied | 0 |
| Very dissatisfied | 0 |

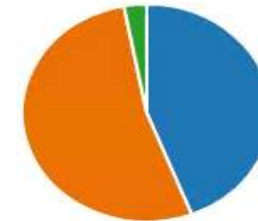


ANNUAL EVALUATION SURVEY OF EMERGENCY MANAGEMENT PLAN

- How would you evaluate the EFFECTIVENESS of the Emergency Management and Continuity of Operations Plans (COOP)? (Defined data have been collected, and the plan has been able to achieve its intended objectives based on observation or data collection .

[More Details](#)

| | |
|------------------------------------|----|
| Very satisfied | 15 |
| Satisfied | 18 |
| Neither satisfied nor dissatisfied | 1 |
| Dissatisfied | 0 |
| Very dissatisfied | 0 |



- How would you evaluate the OVERSIGHT of the Emergency Management Plan and Continuity of Operations Plans (COOP)? (The program oversight and accountability activities are appropriate for this plan.)

[More Details](#)

[Insights](#)

| | |
|------------------------------------|----|
| Very satisfied | 17 |
| Satisfied | 16 |
| Neither satisfied nor dissatisfied | 1 |
| Dissatisfied | 0 |
| Very dissatisfied | 0 |
| Very unsatisfied | 0 |

