

# THE MDCHPC ANNUAL NEWSLETTER

ISSUE 2 . 2021-2022



## OUR MISSION

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.

### THE MDCHPC NEWSLETTER

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# MEMBER SPOTLIGHT

DR. ABDUL MEMON

Dear Colleagues,

I have been given the honor of communicating with you all in the MDCHPC Annual Newsletter. I will start with a historical perspective on our coalition, describe my experiences and lessons learned from the COVID-19 response, and conclude with my vision for the future of MDCHPC.

## History of the MDCHPC

When you're asked to give a historical perspective, you know that you are getting old and it is time to pass the baton to the next generation. I am glad to see that taking place, and I am heartened by the incredible talent and dedication we have in our community.

Around 2005 or so, the CDC and HHS took two actions in particular that helped us gain better insight into the possible effects of another influenza pandemic. The CDC released an updated version of its FluSurge planning software, which allowed researchers to use customizable assumptions to model the effects on hospitals of pandemics of varying severities. At the same time, HHS released a 300-page pandemic influenza plan that included detailed assumptions for a 1918-like pandemic. Inputting those assumptions into the CDC's software, researchers estimated that if we were to get a 1918-like influenza pandemic, U.S. hospitals would need 191% of the available non-ICU beds, 461% of the available ICU beds and 198% of the available ventilators.

Those were scary numbers, as no hospital had the capacity to handle those patient loads. We at Jackson asked our CEO to invite the leadership of Miami-Dade County hospitals and the Miami-Dade County Health Department to Jackson, where I gave a 2-hour presentation on the potential impact on our hospitals and community if we were to get a 1918-like influenza pandemic under different models. At that presentation, it was apparent that all of the MDC stakeholders would need to work together as partners to deal with such a scenario.

Dr. Lillian Rivera, then-Administrator of MDCHD, and I talked about forming a Miami-Dade County Hospital Preparedness Consortium, utilizing an "all-hazard" preparation approach to start planning for a potential influenza pandemic. We initially determined to have three co-chairs for this consortium (later expanded to add an operations co-chair) - one each from clinical, hospital administration, and public health department leadership. This Miami-Dade County Hospital Preparedness Consortium was born in March 2006, hosting regular meetings with representation from MDC hospitals and public health, as well as input from our UM/Jackson ethics leadership.

Later on, ASPR's focus changed from preparing hospitals to preparing entire communities. When ASPR funding became available and CMS started requiring all 17 healthcare-related provider and supplier entity types to plan and prepare for disasters using an all hazards approach, the scope of the consortium increased to include other of these entities, such as home health agencies, LTC facilities, dialysis centers, and others. The name of the entity was changed to Miami-Dade County Healthcare Preparedness Coalition and the rest is history.

From 2011-2018, Jackson hosted an annual "Hospital Disaster Planning, Preparation and Response: An All Hazards Approach" Symposium, which has since been hosted by MDCHPC at a much larger venue made possible by ASPR funding to the Coalition.

# MEMBER SPOTLIGHT

DR. ABDUL MEMON

## **My thoughts on lessons learned from COVID-19 Pandemic thus far:**

- This pandemic has highlighted that front-line healthcare workers are truly a special breed. These women and men have risen to seemingly insurmountable challenges, have demonstrated resiliency in the face of incredible adversity, and are true heroes.
- Consistent and meaningful engagement of hospital executives and clinical leadership, with a focus on teamwork and a constructive attitude, is a necessity to be able to overcome pandemic challenges.
- Accurate and credible information, communicated from a person that the community trusts, is critical in engaging the public during times of disaster and emergencies.
- Key to maintaining that trust is continued transparency and disclosure, along with empathy and honesty in addressing questions from the public and patients.
- Healthcare facilities have to understand the importance of visitors, striving to safely permit at least one person at a time to visit their loved ones, especially when those loved ones are critically ill. We know this is not feasible for most patients at the high of a infectious crisis, but a constant revisiting of the policy and availability of PPE for visitors should be part of every plan.
- Healthcare facilities will need to critically reevaluate their oxygen capacity and utilizations going forward, based on their experience with COVID-19, and make appropriate adjustments to their in-house capacity (oxygen tank size, number of oxygen cylinders in-house, etc.).
- Since clinical information rapidly changes, it is essential to continuously review new updates and implement changes where needed. Our coalition played a critical role in providing much of this updated information.
- Healthcare facilities should review and update their surge capacity plans for staff, space, and supplies (including PPE), based on their individual experience with COVID-19 (recognizing that a future pandemic may be different).
- Healthcare facilities should take efforts to provide timely and easy access to mental health resources for their staff, patients and their families.
- Healthcare facilities should review and optimize their telehealth plans to avoid unnecessary hospital visits.
- In the absence of statewide CSC availability, having a framework and procedures for implementing crisis standards of care is essential.
- Hospitals and the FDOH/AHCA/HHS/County/OEM should work together on developing one set of data for reporting to a central location, rather than supplying information to multiple different entities.

# MEMBER SPOTLIGHT

DR. ABDUL MEMON

## **My vision and hope for the future of the coalition**

My hope is for the MDCHPC to become the first "go to resource" whenever members have questions or needs for assistance in planning, preparedness and response with respect to disasters or emergencies facing healthcare organizations. I believe this is beginning to happen.

## **My vision for the MDCHPC further includes:**

- Continuing to provide timely situational awareness to members via their preferred methods of communication.
- Continuing to provide training and education as much as possible, recognizing funding limitations, in areas that matter most to its members. In cases where it is not feasible for the Coalition to provide this training or education directly, it can still be a "go to" for assistance in locating other available resources.
- Continuing to host the annual symposium, with topics selected by input from members.
- Periodically assessing the needs of its members as they relate to their planning, preparedness, and response to all hazards disaster scenarios, and helping them narrow the gaps.
- Potentially hosting an annual meeting to bring members together face-to-face or virtually, so that they can meet with each other and with selected invited organizations such as OSHA, CMS, AHCA, TJC, DNV, DOH, OEM, other hospital leaders, RDSTF, FHA, the South Florida Hospital Healthcare Associate, and/or others.
- Considering the possibility of stockpiling limited nonperishable assets to help members during a response.
- Continuing to provide valuable opportunities for disaster preparation and response exercises for members.

I am grateful to be part of such a productive and important organization. I look forward to seeing its leadership continue to push the MDCHPC to new heights.

Thank you,

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## COVID-19 RESPONSE EFFORTS

In Spring 2020, Miami-Dade County led the state in the number of confirmed cases of COVID-19. As a result, Miami-Dade County, in partnership with Miami-Dade County Department of Health (DOH-Miami-Dade), opened several walk-up, drive-thru and mobile testing sites to provide diagnostic and surveillance testing to the general public. Subsequently, Miami-Dade County, in partnership with the state of Florida, established the Hotel Isolation Program (free temporary hotel room) open to residents who tested positive or who were at risk of getting exposed to COVID-19.

December 2020 commenced a pivotal shift in response activities from testing capabilities to current vaccination operations with the U.S. Food and Drug Administration granting emergency use of three effective vaccines (Pfizer/BioNTech, Moderna, and Johnson & Johnson) to safely help build protection from COVID-19 - making Miami-Dade County's commitment to the safety, health and well-being of all residents and visitors as a top priority.



Miami-Dade Fire Rescue (MDFR), Florida National Guard, state, federal and public health and private sector partners have been utilized to support community testing/vaccine sites. In particular, providing assistance to residential healthcare facilities (i.e., Nursing Homes, Assisted Living Facilities, Long-Term Care Facilities, etc.), homebound residents, and individuals with disabilities. For public safety, Miami-Dade Police Department have secured the perimeter of county-operated sites and provided traffic control. Additionally, the state of Florida has established monoclonal antibody therapy sites within the county where individuals, regardless of their vaccination status, can receive the treatment.

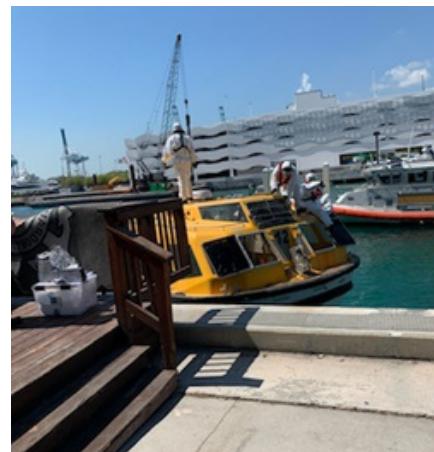
The Office of Emergency Management continues to coordinate briefings with relevant Emergency Support Functions (ESFs), municipal officials, and healthcare partners. The global pandemic is not over. With the emergence of new variants, Miami-Dade County remains vigilant to slow the spread of the virus. COVID-19 testing and vaccination sites continue to operate in Miami-Dade County. As cases continue to rise, it is critical to follow key steps to mitigate the spread of the virus: (1) Get vaccinated, (2) Get tested, and (3) Wear a mask around large crowds.

By the time the first 2 confirmed COVID-19 inpatients were admitted to UHealth Tower on March 17, 2020, the University of Miami Health System was ready. Still, not everything could be planned, and the health system pivoted as the crisis demanded, at one point supporting Miami-Dade Fire Rescue and the U.S. Coast Guard as they evacuated 2 cruise ships. Caring for patients from skilled nursing facilities posed another challenge. Patients recovered but still tested positive for the virus, so they couldn't be released to their home facilities.

**"THIS WASN'T JUST ONE BLACK SWAN EVENT, IT WAS A FLOCK,"**

said Vincent Torres, EM director for UHealth & Miller School of Medicine. "We had COVID and civil unrest right outside our door, a major brush fire in Naples, cyber threats. Events that are only supposed to happen one time in a century were happening all at once. COVID really tested us, and sometimes broke things, but we all worked together as a team to fix them. We kept it all working."

## COVID-19 RESPONSE EFFORTS



## Baptist Health South Florida

Our response efforts were greatly enhanced by our affiliation with the Miami Dade County Healthcare Preparedness Coalition. Having the opportunity to share information among Coalition members on a regular basis allowed us to maintain a higher level of situational awareness at both the county and state levels, identify best practices, and initiate mitigation strategies in a timely fashion as various logistical challenges arose.

Our Baptist Health Covid-19 Taskforce has led a coordinated, system-wide response, providing the most current clinical information and statistical analysis to our facilities, where our Clinical Educator/Evidence Based Care Council ensured that the information was disseminated to everyone from front line staff to executive leadership. As different needs were identified all areas worked together to meet those needs and Baptist Health vaccine administration operations served as many as 1,600 people per day with over 100,000 individual doses administered.

**"CHALLENGING TIMES PRESENT GREAT OPPORTUNITIES FOR LEARNING, AND THAT MAKES US STRONGER AND BETTER PREPARED FOR WHATEVER NEW CHALLENGES MAY LIE AHEAD."**



*Miracles made daily.*

COVID-19  
RESPONSE  
EFFORTS

Throughout Jackson Health System's Response to COVID-19, nearly 9,500 COVID patients have been safely treated and discharged.

During the first wave of the COVID-19 pandemic, Jackson Health System had an inpatient COVID peak of 485 recorded on July 27, 2020. The Delta wave brought on an inpatient COVID peak of 445 on August 23, 2021. Most recently, the Omicron wave brought an inpatient COVID peak of 564 on January 12, 2022.

As for testing, Jackson Health System has administered more than 170,000 COVID-19 Tests since the onset of the pandemic.

Vaccine operations were also highly successful, with more than 177,000 people vaccinated and over 353,000 doses of the COVID-19 vaccine administered.

Jackson Health System has also partnered with faith and community groups to reach historically underserved populations. Through that partnership, 54,000 people were successfully vaccinated.

As is the case with many health systems and hospitals, COVID-19 has had a substantial Financial impact on Jackson Health System. In the last 13 months alone:

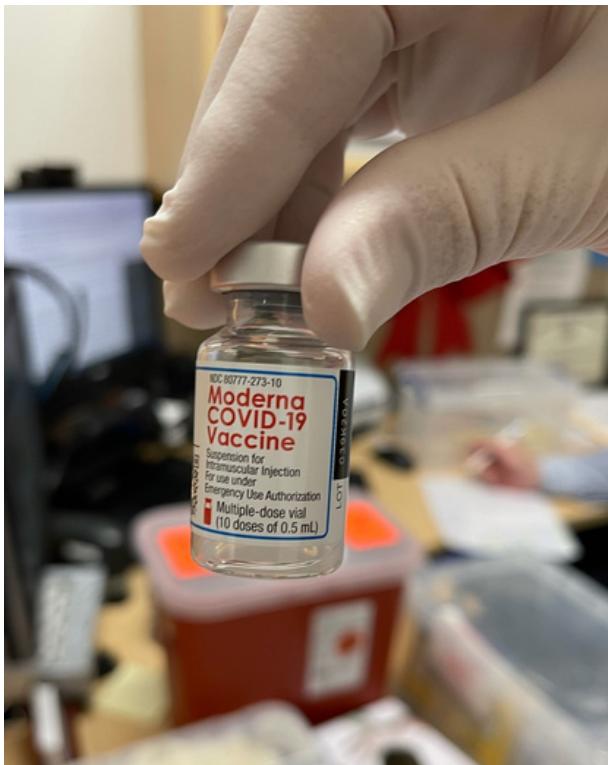
- \$36 million in excess overtime (beyond a typical year)
- \$40 million in agency staffing
- \$37 million in extra shift bonuses to ensure necessary/safe staffing levels
- \$5 million for unbudgeted cost increases in supplies and shipping



The Miami-Dade County Healthcare Preparedness Coalition has participated in many efforts to aid its' partners and members during the COVID-19 pandemic. The coalition held weekly calls to give the opportunity for members to share their concerns and needs. This enabled the members to share resources and for the coalition to address needs when applicable. The coalition also provided some members with ventilators to use at their facilities to mitigate supply-chain issues and ventilator shortages. In addition, information sharing was a major theme where the coalition shared crucial information coming from federal, state, and county partners. Vendor lists, requisition request instructions, government declarations and requirements are all examples of pertinent information that was being shared throughout the COVID-19 response. Test kit supplies were also a big part of the pandemic response, and the coalition worked with county and state partners to assist members in gaining access to test kit supplies when needed. Finally, the coalition produced a COVID-19 after-action report in lieu of an infectious disease exercise. The after-action report was done in collaboration with all major coalition partners to reflect their experience with response efforts during the pandemic. The report has proven to be very useful in sharing insight into what needs to be improved in order to be better prepared for any future infectious disease outbreaks or pandemics.



Throughout the COVID-19 pandemic, the Florida Department of Health in Miami-Dade has fulfilled its' mission to protect, promote, and improve the health of all people in Florida through integrated state, county, and community efforts. In 2020, there was a need for equity in access to COVID-19 testing. DOH repurposed an HIV bus and brought the testing to underserved communities, including workers in the agricultural community. Using contact tracing and GIS, DOH was able to focus educational and testing efforts in communities hardest hit by COVID-19. Once vaccines were available in 2021, DOH was able to protect the vulnerable 65+ years of age population by providing vaccines to numerous vaccine sites and strike teams through its partnerships with the county, municipalities, and medical centers. DOH continues its work to mitigate the effects of COVID-19 on the citizens of Florida through education, clinic, and outreach vaccination efforts. Additionally, DOH has worked closely with federal, state, and county agencies to provide trainings and disease control strategies to aid our community leaders in responding to the COVID-19 pandemic. Through collaboration and teamwork, our aim is to reduce the rate of community-wide infection and fatalities, while working our way towards normalcy.



## COVID-19 RESPONSE EFFORTS



ARC Dialysis had the foresight at the beginning of COVID pandemic to be able work with vendors so that they could be prepared for the lack of PPE supplies. They were able to provide PPE for their staff who worked at many of the hospitals, since these hospitals were facing shortages, being forced to ration the PPE supplies. During the Pandemic, ARC Dialysis also experienced an increase in patients requiring dialysis services in the inpatient hospital setting. Being the provider for the major hospitals in the Miami area, they were required to bring in additional equipment to provide care to the influx of patients that were experiencing new onset renal failure brought on by COVID. ARC Dialysis had to purchase additional equipment, to be able to provide for the needs of the renal failure patients in the ICU setting and this also was a challenge. Being an active MDCHPC member has proven to be very useful to ARC dialysis. The recurring meetings kept their organization abreast of all the information that was gushing out from experts on the current situation with the pandemic. On the outpatient chronic setting, they were able to quickly identify a dialysis center that had an area that could be used as an isolation dialysis unit, and they received permission from the state to add more dialysis stations. At the beginning they did see many patients that were PUI and COVID positive, so they were able to provide services to other dialysis centers in the community as well.



# SURFSIDE BUILDING COLLAPSE RESPONSE EFFORTS

On June 24th at approximately 1:22 a.m., Champlain Towers South, a 12-story residential beachfront condominium located in the Town of Surfside, unexpectedly collapsed. As a result, County and municipal first responders were immediately dispatched to the scene for a Mass Casualty Incident (MCI) Level 5. Area hospitals were placed on stand-by.

Miami-Dade Fire Recue (MDFR) and Miami-Dade Police Department (MDPD) established command posts within the perimeter of the collapse and the Emergency Operations Center (EOC) was activated to support family reunification and onsite public safety operations and coordinate mission critical resource management. Additionally, a Joint Information Center (JIC) was established to ensure timely, updated public information regarding the response.

MDFR Drone Team was utilized immediately upon arrival to survey the roughly 2.68 acres of affected area and to conduct a damage assessment while Urban Search and Rescue (USAR) teams were deployed to the scene to lead search and rescue efforts. MDPD, along with Surfside Police Department, secured the perimeter and provided traffic control. First responders commenced rescue operations and those injured were treated and transported to local area hospitals.



A Missing Persons Hotline was created to develop a database for missing persons. Simultaneously, Miami-Dade County 311 Contact Center created a webpage for reporting missing persons and check-in for tenants of the Champlain Towers. A Family Reunification Center was established for individuals who were unable to locate relatives that reside at that location. Subsequent, a Family Assistance Center was established as a location where multiple agencies were able to offer services to those affected by the disaster.

Miami-Dade County Mayor Daniella Levine Cava, who presided over twice-daily briefings with victims' families to provide information on the process, issued a Declaration of Local State of Emergency and requested support from the State of Florida. Subsequently, Florida Governor Ron DeSantis issued Executive Order No. 21-148 declaring a State of Emergency in Miami-Dade County, which was later followed by Federal Emergency Management Agency (FEMA) Declaration #3560-EM designating Miami-Dade County as adversely affected by the emergency and eligible for Public Assistance (PA), Categories A-B and Individual Assistance (IA) Programs. The declaration, in particular, authorized the Individuals and Households Program and assistance with debris removal and emergency protective measures (Categories A and B).

On July 27th, the last victim of the building collapse was recovered and identified, bringing the final death toll to 98. Throughout the response, local, regional, state, private sector and nonprofit partners ensured survivors, families, and first responders received all the support they needed to persevere during the aftermath of this strategy. MDPD continues to catalog all personal items found and Anthropology teams continue to assist in the processing of the debris and search for remains.

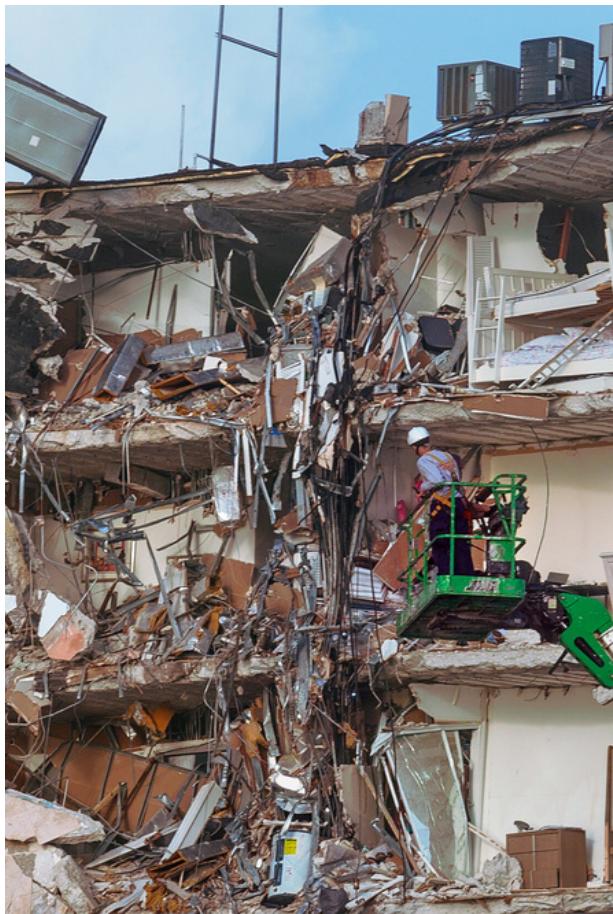


The University of Miami Health system was spared receipt from an overwhelming patient surge anticipated from the building collapse; none the less, there were various opportunities to assist our local community as we did and enabled UHealth to make enhancements to existing mass casualty incident plans and policies.

In any emergency response, coordinating plans and determining current and future needs is critical. UHealth's overall forward leaning approach acknowledged its constant state of readiness to receive and treat any incoming MCI patients, if warranted. UHealth's surge capacity for clinical and support services will continue its persistent stance to scale up when needed.

98 victims were lost in this incident with its effects lingering for months and years to come. In the history of Florida, this has been the largest non-hurricane related emergency response spanning a total of 33 consecutive days.

Emergency Management will maintain its efforts in planning and responding to imminent threats and hazards to ensure business continuity to the extent possible.



## SURFSIDE BUILDING COLLAPSE RESPONSE EFFORTS

### Aventura Hospital and Medical Center

The most notable thing that came out of the Surfside Building collapse was the readiness capabilities of our ED staff. All the personnel who worked that night were ready for a major MCI event. I equate this level of readiness to leadership, training, and culture. Our ED staff was ready to go and had already begun to pre-stage equipment necessary for the response to the event before the core leadership team was on site.

Additionally, the role of our Director of Communications/PIO can not be understated. Having a singular line of communication to external agencies and organizations proved invaluable in responding to the event. Following the HICS framework of only allowing the PIO to communicate with outside entities, namely media organizations, created an environment where every staff member in the hospital was aware of their responsibility to patient privacy and event security.

The silver-lining of any event is that the lessons learned only allows us to get better and be that much more prepared for the next event whether it's a hurricane, bomb threat, mass shooting or otherwise.

Every year, The MDCHPC provides the opportunity for its members to submit their potential projects to be awarded funding. Projects must address significant gaps that hinder the preparedness levels in the participating organization, and the community as a whole. The goal of the coalition is to help fund these projects to be utilized by the awardees, while providing the opportunity for these projects/resources to be shared with other coalition members. Over 20 project applications were received from several coalition members and 13 of them were awarded funding. Below is a snapshot of each awardee for the year 2020-2021 and what their project entailed.

<b>Project Awardee</b>	<b>Funded Project (s)</b>
<b>UHealth &amp; Miller School of Medicine</b>	<ul style="list-style-type: none"> <li>• 100 Individual Bleeding Control Kits</li> <li>• Decontamination Shelter Accessories</li> </ul>
<b>Mercy Hospital</b>	<ul style="list-style-type: none"> <li>• Decontamination Project PAPRS</li> </ul>
<b>Jackson Health System</b> <small>(North Medical Center, South Medical Center, Memorial Hospital, Holtz Children's)</small>	<ul style="list-style-type: none"> <li>• 6 LVO Laptops &amp; 6 Detachable Keyboards</li> <li>• EZ-Glide Evacuation Chair Project</li> <li>• Sled2Go Evacuation Project</li> <li>• Well for Cooling Towers</li> <li>• 30 Lithium Battery Packs for PAPR</li> </ul>
<b>Mount Sinai Medical Center</b>	<ul style="list-style-type: none"> <li>• 1 Portable Flood Dam</li> <li>• 5 Engine Driven Utility Pump</li> </ul>
<b>Florida Department of Health in Miami-Dade County</b>	<ul style="list-style-type: none"> <li>• 32Kw Generator for FDOH facility</li> </ul>
<b>MEDTI</b>	<ul style="list-style-type: none"> <li>• Regional Disaster Training Center in Southeast Florida</li> </ul>
<b>MDCHPC Security &amp; Intelligence Committee</b>	<ul style="list-style-type: none"> <li>• Dataminr Social Media Threat Monitoring Tool</li> </ul>

# TRAINING & EXERCISE

The MDCHPC staff were invited to visit the UHealth COVID-19 Vaccination Site for a tour of operations in an effort to better understand the hospital response to the COVID-19 Pandemic as well as the Vaccination effort. The tour was given by UHealth's Emergency Management Director Vincent Torres and his staff (Pictured below).

The entire operation featured an all-hands-on-deck approach where each department worked diligently with one another to have this site run smoothly. The entire UHealth team has done a fantastic job at expanding on their vaccination efforts and their commitment to community, staff, and patient health clearly shows.



Miami Beach Fire @MiamiBeachFire



In cooperation with the [@MiamiDadeCounty](#) Healthcare Preparedness Coalition, MBFD has been teaching Stop the Bleed & Hands-Only CPR/AED hands-on training to [@TheMiamiBeachCC](#) staff ahead of the start of the NFL Experience! #SBLIV



11 10:11 AM - Jan 22, 2020



As the host city of Super Bowl LIV, the municipalities within Miami-Dade County have worked hard to ensure that our county is prepared for the myriad of activities and events that led up to the big game. The Miami-Dade County Healthcare Preparedness Coalition together with Miami Dade Fire Rescue, Miami Beach Fire Rescue, and our cadre of instructors were working tirelessly to train as many hands as possible to Stop The Bleed (Pictured above).

We thank our partners at Miami Beach Fire Rescue, Miami Dade Fire Rescue, City of Miami Fire Rescue, the Office of Emergency Management, ESF-8, and partner Hospitals for their tireless work.

As always, our greatest thanks go out to our Stop the Bleed trainers and our Security & Intelligence Committee Co-chairs. Vincent Torres (UHealth) and Jesus "Jessie" Menocal (Baptist Health South Florida) who continue to spearhead our Stop The Bleed Program.

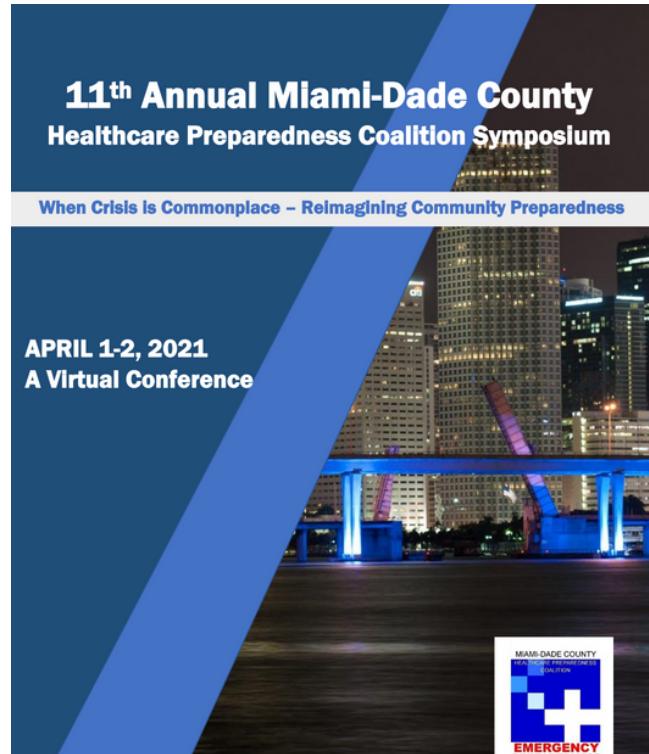
# THE MDCHPC

## 11TH ANNUAL SYMPOSIUM

The 11th Annual Miami-Dade County Healthcare Preparedness Coalition Symposium was virtually held on April 1st & 2nd, 2021. With COVID-19 showing no signs of slowing down, the coalition opted to host the annual symposium virtually to ensure the safety of all symposium attendees. The event proved to be successful with over 50 attendees on both days.

Several sessions were offered, many of which were recurring favorites among the community. Recurring sessions included The Comprehensive Emergency Management Plan (CEMP) review for residential and non-residential facilities, as well as a speaker from The Agency for Healthcare Administration (AHCA). The symposium also featured the State of Florida Surgeon General, Scott Rivkees, as the keynote speaker.

The symposium's theme for that year focused on what the community has been battling with for the past 2 years. From COVID-19 to civil unrest, Miami-Dade County has faced many challenges and crisis. The coalition wanted to highlight the efforts put forth by the Miami-Dade community as well as the lessons learned from facing all these challenges head on. Sessions on civil unrest, managing multiple emergencies simultaneously, and psychological first-aid went hand in hand with the symposium's theme of living in a world where crisis is commonplace. The symposium attendees provided positive feedback on their experience and look forward to what the coalition has to offer for future symposiums.



The MDCHPC is currently planning for the 12th Annual Symposium in April 2022! The theme will be: "Revitalizing our Commitment to Community Preparedness". The Symposium will be held at The Intercontinental Doral from April 6th to April 8th. New offerings will include a tabletop exercise for non-hospital entities, an Advanced Burn Life Support Course (ABLS), and a moderated panel discussing the Surfside Building Collapse.

The MDCHPC looks forward to hosting its 12th annual symposium and welcoming new and returning attendees!

# OUR VISION FOR NEXT YEAR

We hope to continue with a robust training and exercise program while partnering with The Florida Healthcare Coalitions Training Committee . We also aim to strengthen our engagement with partners and gain new coalition members from the Miami-Dade Community.

We would like our valued MDCHPC partners to note that in November of 2022, the coalition will give the opportunity for interested partners to run for our executive committee.

As we do every year, we strive to host an engaging annual symposium that offers a great networking and learning opportunity for coalition members and the Miami-Dade community as a whole.



## ALWAYS WELCOMING NEW COALITION PARTNERS

We hope that this newsletter has reinvigorated your passion for emergency preparedness. We hope to see you at our next meeting. Please contact the coalition staff if you want to receive any additional information about The MDCHPC.

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