



Illinois Region 2 Healthcare Coalition 5 Year Strategic Plan



Mission

To improve an all-hazards response in the central Illinois region through effective communications, planning, and coordinated exercises. Encourage the collaboration between regional healthcare organizations, emergency responders, regional emergency management directors, public health, and other emergency response planners while supporting the development of cooperative partnerships in order to promote the essential services they provide to the public.

Vision

To create a comprehensive and resilient response to catastrophic health events via collaborative partnerships and formal harmonization of activities among emergency management, emergency medical services, healthcare organizations, public health departments, and response agencies and entities supporting Emergency Support Function #8 (Public Health and Medical Services) as well as support an all-hazards response.

Executive Summary

The 2017-2022 Region 2 Strategic Plan advances the region's mission to support hospitals, public health, and the healthcare community to ensure that as a region we sustain, build, and improve our capability to prepare for, protect against, respond to, and recover from all hazards. The region will focus on 5 Strategic Goals and their supporting objectives.

Strategic Goals

- **Goal: Community Resilience**
 - **Objective: Educate and prepare the medical and lay community on how to provide life-saving care in the event of a mass casualty incident.**
 - Obtain supplies for distribution to the community to assist them in providing care
 - Create education plan
 - Institute the plan and provide supplies
 - **Objective: Establishment of preparedness coalitions.**
 - Development of response strategies, resources, and communications pathways.
 - Plan and coordinate regional preparedness activities.
 - Develop written collation strategic preparedness plan
 - **Objective: Plan for continuity of operations (COOP) for the health care system with the goal of keeping the health care system functioning during a real event.**
 - Obtain continuity education and training
 - Complete a gap analysis for COOP preparedness
 - Provide assistance in development and education
- **Goal: Information Management**
 - **Objective: Utilize information sharing procedures and platforms.**
 - Coordinate response strategies, resources, and communications.
 - Complete and submit the regional capability planning guide.
 - Ensure redundant communication plan is written and submitted.
- **Goal: Countermeasure & Mitigation**
 - **Objective: Regional CHEMPACK planning to meet the region's needs.**
 - **Objective: Regional equipment and supply cache.**
 - Evaluate equipment and supply needs.
 - Maintain appropriate cache of PPE and other resources as determined by HCC.
- **Goal: Surge Management**
 - **Objective: Plan for medical surge.**
 - Annual exercise.
 - Evaluate gaps.
 - Educate and implement.
 - **Objective: Develop regional medical disaster preparedness and response plan.**
 - Integration of operational functions listed with ESF-8 lead agencies.
 - Identify needs of at-risk individuals.
 - Triage, treatment, and transport of special populations.
 - Ability to request or share resources in coordination that align with plan.
 - Alternate care systems with temporary disaster medical treatment sites.

- **Goal: Exercise and Training**
 - **Objective: Healthcare coalition members will remain current with exercise and training endeavors.**
 - Plan, implement, and evaluate HCC annual exercise.
 - Improvement planning and reporting on preparedness training and exercise funded by the grant.
 - **Objective: Regional training and exercises for the appropriately identified HCC healthcare coalition.**
 - Information sharing.
 - Redundant and interoperable communications.
 - Regional decontamination training (recommended every other year).
 - Maintain HCC executive leadership training in NIMS.

Strategic Goal 1: Community Resilience

- **Goal: Community Resilience**
 - **Objective: Educate and prepare the medical and lay community on how to provide life-saving care in the event of a mass casualty incident.**
 - Obtain supplies for distribution to the community to assist them in providing care
 - Create education plan
 - Institute the plan and provide supplies

Disasters are increasing in incidence and severity worldwide. Consequences of disasters in terms of human morbidity and mortality, as well as economic cost, are growing at an astounding rate. Whether a disaster is caused by a natural or manmade force, it may be defined by its capacity to overwhelm a community's ability to provide basic needs, including health care.

To attempt to offset both the cost to human lives and the economic consequence of disasters. The Region 2 Healthcare Coalition will educate and prepare the medical and lay community on how to provide life-saving care in the event of a mass casualty incident or a singular casualty where immediate lifesaving efforts can be applied safely.

Education of the medical and lay public on life saving tools and techniques can have a profound positive value in both the physical well-being of a casualty that receives immediate valuable lifesaving efforts. But value can also be found in the social aspect of the well-being of both the responder and the witnessing public where lifesaving efforts are applied.

One of the educational efforts identified is “Stop the Bleed” campaign. Stop the Bleed is a course designed to instruct those that attend methods of bleeding control. These methods include using direct pressure, packing wounds, and tourniquet usage and application.

- **Objective: Establishment of preparedness coalitions.**
 - Development of response strategies, resources, and communications pathways.
 - Plan and coordinate regional preparedness activities.
 - Develop written collation strategic preparedness plan

In the IDPH EMS Region 2 there are 2 coalitions that are currently active in response planning. One is the Region 2 Healthcare Coalition. This Coalition is comprised of the 25 hospitals from the 18 counties spread across the region. Along with hospital representation, EMS and Emergency Management, local Public Health and the Illinois Department of Public Health are also represented. The Region 2 Healthcare Coalition’s primary focus is on building regional disaster preparedness capabilities.

The Region 2 Healthcare Coalition has taken steps to develop a regional disaster planning document (Region 2 Emergency Medical Disaster and Bioterrorism Plan), build redundant communications capabilities, built out online resource requests, resource dissemination planning, and response strategies during disasters.

Assessing the gap in regional preparedness planning outside of the healthcare environment, CIL-CARP (Central Illinois Coalition Active in Response Planning) was built. The mission of CIL-CARP is to improve an all-hazard response in the central Illinois region through effective communication, planning, and coordinated exercises. The composition of CIL-CARP is a diverse populous of agencies and individuals involved in emergency management and response planning. These members include regional healthcare organizations, emergency responders, regional emergency management directors, public health and other emergency response planners. Ultimately the mission of CIL-CARP is to support the development of cooperative partnerships in order to promote the essential services they provide to the public.

- **Objective: Plan for continuity of operations (COOP) for the health care system with the goal of keeping the health care system functioning during a real event.**
 - Obtain continuity education and training
 - Complete a gap analysis for COOP preparedness
 - Provide assistance in development and education

As part of the regional education brought in from third party vendors, DRI was invited to present their course on Healthcare Continuity. Part of the design or objective of the course was to certify members of the Healthcare Coalition in Healthcare Continuity and ultimately acquire CHPCP (Certified Healthcare Provider Continuity Professional). Using third party vendors and in house certified members of the coalition it is a goal to complete COOP planning for every hospital in the region. Once the plans have been developed, educational opportunities to present and discuss completed plans will be offered.

Strategic Goal 2: Information Management

- **Goal: Information Management**

- **Objective: Utilize information sharing procedures and platforms.**
 - Coordinate response strategies, resources, and communications.
 - Complete and submit the regional capability planning guide.
 - Ensure redundant communication plan is written and submitted.

For the Region 2 Healthcare Coalition to lead regional partners to prepare for, protect against, respond to, recover from, and mitigate hazards, the coalition must harness the technological resources available for data collection, management, and analysis. Better use and dissemination EEI (essential elements of information) through the use of IDPH's current Public Health Emergency Preparedness and Response Multi-Module System (PHEPARMS). This includes the use of WebEOC for Incident Management, EmResource for resource reporting, and EmTrack for patient tracking. The coalition will continue to use CEMP for Healthcare Coalition Planning and Assessment Documents, Healthcare Coalition Governance Documents, drill and exercise documents, CPG's, HVA's and any other documents as requested by IDPH.

The Healthcare Coalition will submit Capability Planning Guides (CPG) via CEMP to IDPH annually. The Region 2 Healthcare Coalition will complete and approve a Redundant Communications Plan. Upon request this plan will be submitted or made available to IDPH.

Strategic Goal 3: Counter Measure and Mitigation

- **Goal: Countermeasure & Mitigation**

- **Objective: Regional CHEMPACK planning to meet the region's needs.**
- **Objective: Regional equipment and supply cache.**
 - Evaluate equipment and supply needs.
 - Maintain appropriate cache of PPE and other resources as determined by HCC.

Strategic Goal 4: Surge Management

- **Goal: Surge Management**
 - **Objective: Plan for medical surge.**
 - Annual exercise.
 - Evaluate gaps.
 - Educate and implement.

The concept of medical surge forms the cornerstone of preparedness planning efforts for major medical incidents. It is important, therefore, to define this term before analyzing solutions for the overall needs of mass casualty or mass effect incidents.

Medical surge describes the ability to provide adequate medical evaluation and care during events that exceed the limits of the normal medical infrastructure of an affected community. It encompasses the ability of healthcare organizations to survive a hazard impact and maintain or rapidly recover operations that were compromised.

Beyond this rather simple explanation, medical surge is an extraordinarily complex topic that is difficult to comprehensively describe. The first step in doing so, however, is to distinguish surge capacity from surge capability.

Medical surge capacity refers to the ability to evaluate and care for a markedly increased volume of patients—one that challenges or exceeds normal operating capacity. The surge requirements may extend beyond direct patient care to include such tasks as extensive laboratory studies or epidemiological investigations. Medical surge capability refers to the ability to manage patients requiring unusual or very specialized medical evaluation and care.

To test both surge capacity and/or surge capability the Region 2 Healthcare Coalition membership facilities participate in an annual exercise testing the surge capabilities of not only the individual facilities within the membership but also the region as a whole.

Following the exercise an After Action Report is developed. Part of the report that is developed is the identify gaps in planning, response, coordination, communication capabilities, etc. From the identification of the gaps, individual facilities can develop Improvement Plans to assist in develop of plans or in the identification of required assets/supplies to alleviate the gap. Once the gap is filled, the facilities or the region will provide education on the previously identified gap and how the gap has been mitigated.

- **Objective: Develop regional medical disaster preparedness and response plan.**
 - Integration of operational functions listed with ESF-8 lead agencies.
 - Identify needs of at-risk individuals.
 - Triage, treatment, and transport of special populations.
 - Ability to request or share resources in coordination that align with plan.
 - Alternate care systems with temporary disaster medical treatment sites.

The region will develop a plan referencing the preparedness and response capabilities of the region. This plan will outline response and preparedness strategies for those with special healthcare needs including the triage, treatment, and transport of those within this populous. It will provide for the ability to request and share resources outside of a healthcare system boundary. The ability to request for resources both medical and non-medical will be laid out, including a method to input the request. Alternate care systems along with the ability to move to disaster medical treatment sites for casualty collection and patient treatment will be discussed within the plan to ensure the best possible care is provided to those in need.

Strategic Goal 5: Exercises and Training

- **Goal: Exercise and Training**
 - **Objective: Healthcare coalition members will remain current with exercise and training endeavors.**
 - Plan, implement, and evaluate HCC annual exercise.
 - Improvement planning and reporting on preparedness training and exercise funded by the grant.

The Region 2 Healthcare Coalition will develop plans for, implement exercise plans and then evaluate an exercise that will be conducted on an annual basis for members of the healthcare coalition. This exercise will be grant funded and all member agencies of the healthcare coalition shall take part. At the completion of the annual exercise an After Action Report will be developed. This After Action Report/Improvement Plan (AAR/IP) is used to provide feedback to participating members on their performance during the exercise. The AAR/IP summarizes exercise events and analyzes performance of the tasks identified as important during the planning process. It also evaluates achievement of the selected exercise objectives and demonstration of the overall capabilities being validated as part of the planning process. The AAR/IP should further be used to develop training, define or complete mitigation activities, and further the development of plans, policies, and procedures.

- **Objective: Regional training and exercises for the appropriately identified HCC healthcare coalition.**
 - Information sharing.
 - Redundant and interoperable communications.
 - Regional decontamination training (recommended every other year).
 - Maintain HCC executive leadership training in NIMS.

The exchange of relevant information is critical in the immediate aftermath of a major disaster. Within the first 72 hours, stakeholders work against the clock to find and rescue survivors, provide life-saving medical treatments, and set up the infrastructure for a long-term humanitarian relief. However, the disorder of information sharing in this period often leads to overlapping initiatives and the extensive mismanagement of resources, this in turn is directly linked to the loss of lives on the ground. To counter this the region will develop a tool(s) to assist in the ability for members to share relevant and pertinent information with the region.

It is important for public safety agencies (such as law enforcement, emergency medical services, and fire services) to be able to provide and maintain communications before, during, and after a disaster or emergency. Disasters may require resources beyond what individual agencies can manage. These resources may include interoperable voice, video, and information systems. One of the examples of such a system is the Illinois statewide digital communications system known as STARCOM. The HCC will provide scheduled exercises to test this system.

Recent terrorist events, changes in Joint Commission and CMS requirements, and availability of grant funding have focused health care facility attention on emergency preparedness. Health care facilities have historically been underprepared for contaminated patients presenting to their facilities. These incidents must be properly managed to reduce the health risks to the victims, providers, and facility. A properly equipped and well-trained health care facility based team is a prerequisite for rapid and effective decontamination response. To meet these needs the HCC will develop and maintain an effective Hazardous Materials Decontamination education and training system. The education and training will be healthcare facility focused and provide for effective management of a contaminated patient. The Illinois Department of Public Health recommends this training be offered to team members every other year.

Baseline requirements for education will be slated for HCC executive leadership based upon NIMS compliance. Other educational mandates will be set so as executive leadership maintains the knowledge to function capably during times of emergency.