

MARYLAND REGION V EMERGENCY PREPAREDNESS COALITION



STRATEGIC PLAN

TABLE OF CONTENTS

Executive Summary	2
Section I: Administrative Plan/ Region V Emergency Preparedness Coalition Bylaws	3
1. Mission.....	3
2. Purpose.....	3
3. Governance/Leadership Structure.....	3
4. Election of Officers	4
5. Membership	5
6. Voting	7
7. Meetings.....	8
8. Financial Management.....	10
9. Review and Amendment of Bylaws.....	10
Section II: Region V Emergency Preparedness Coalition Strategic Plan.....	11
1. Mission.....	11
2. Purpose.....	11
3. Shared Values/Guiding Principles.....	11
4. Capabilities/Performance Indicators.....	11
5. Goals, Objectives, Performance Measures.....	12
6. Development Assessment Factors Matrix.....	19
7. Performance Matrix.....	21
Section III: Marketing the Region V Emergency Preparedness Coalition	22
Section IV: Sustainability of the Region V Emergency Preparedness Coalition	24
Appendix A: Region V Emergency Preparedness Coalition Brochure	26
Appendix B: Region V Emergency Preparedness Coalition Membership Application	26
Appendix C: Region V Emergency Preparedness Coalition Sign-in sheet.....	27
Appendix D: Region V Emergency Preparedness Coalition Checklist.....	28

EXECUTIVE SUMMARY

The Region V Emergency Preparedness Coalition is a collaborative network of healthcare organizations and their respective public and private sector response partners. Together, they serve as a multi-agency coordination group to assist with preparedness, response, and recovery activities related to health and medical disaster operations. Healthcare coalitions help improve medical surge capacity and capability, further enhancing a community's health system preparedness for disasters and public health emergencies. Healthcare coalitions can also augment local operational readiness to meet the health and medical challenges posed by a catastrophic incident or event. This is achieved by engaging and empowering all parts of the healthcare community and by strengthening the existing relationships to understand and meet the actual health and medical needs of the whole community.

The Region V Emergency Preparedness Coalition was established to build a strong collaborative of healthcare responders, receivers, and providers who will be enabled to effectively respond as a team to a disaster or significant crisis having an impact on the health and medical needs of the million-plus population within Maryland Region V (counties of Montgomery, Prince George's, St. Mary's, Charles, and Calvert).

The Region V Emergency Preparedness Coalition goals and objectives are aimed at:

- Building a better community-based, disaster healthcare system
- Strengthening the local healthcare system by fully integrating disaster preparedness into the daily delivery of care
- Capitalizing on the links between private healthcare providers and public agencies and other organizations
- Using an evidence-based approach to improving health and medical preparedness and response

The Region V Emergency Preparedness Coalition shall strive to obtain the objectives set forth by the Assistant Secretary Preparedness and Response (ASPR) Hospital Preparedness Program (HPP) Guidelines, State of Maryland, and the Department of Homeland Security. The Region V Emergency Preparedness Coalition shall maintain free relations with other organizations, to do all in its power to strengthen and promote the emergency preparedness of the region, state, and federal government.

SECTION I: ADMINISTRATIVE PLAN/ REGION V EMERGENCY PREPAREDNESS COALITION BYLAWS

The Region V Emergency Preparedness Coalition is a coordinating body for emergency preparedness and response activities among hospitals, health departments, emergency medical services, fire, and emergency management partners. The goal of this plan is to establish a mechanism for healthcare delivery in emergency situations.

1. Mission

To provide a process for collaborative preparedness planning and response to incidents across Region V through partnerships, resource building, and sharing.

2. Purpose

The purpose of the Region V Emergency Preparedness Coalition is to develop a coordinated and effective medical and public health system response to all hazards through:

- Effective communications systems and protocols,
- Strategic acquisition and management of resources,
- Collaborative prevention, mitigation, preparedness, response and recovery activities.

3. Governance/Leadership Structure

The governing body of the Region V Emergency Preparedness Coalition shall consist of a Chairperson, Vice Chairperson, and Secretary/Treasurer, and shall be known as the Executive Board. These are elected positions, broadly known as officers. See “4. Election of Officers” for information on election process. The Hospital Preparedness Program (HPP) Coordinator and any sub-committees formed shall serve as staff support to the Executive Board.

A. Chairperson

The Chairperson shall:

- i. preside at all regular and special Region V Emergency Preparedness Coalition meetings,
- ii. appoint committees as deemed necessary, and
- iii. ensure that an agenda is established for each meeting based on suggestions with the assistance of the Vice Chairperson and membership.

B. Vice Chairperson

The Vice Chairperson shall:

- i. carry out the duties of the Chairperson in his/her absence

C. Secretary/Treasurer

The Secretary/Treasurer shall:

- i. ensure meeting minutes are recorded,

- ii. handle and address correspondence pertaining to Region V Emergency Preparedness Coalition,
- iii. maintain the roster of membership, and
- iv. work with the HPP Coordinator, Chairperson, and Vice Chairperson to ensure accurate accounting of funding and other monies targeted for Region V Emergency Preparedness Coalition projects and purchases.

If necessary, this position may be separated into two officers, a secretary and treasurer, based on the workload of the Region V Emergency Preparedness Coalition. The Treasurer will be primarily responsible for overseeing the management and reporting of the organization's finances.

D. Hospital Preparedness Program (HPP) Coordinator

The HPP Coordinator shall:

- i. take the minutes for the Region V meetings and submit to the Secretary/Treasurer,
- ii. be responsible for the coordination of the budgeted HPP activities and accurate accounting and procurement of all Region V Emergency Preparedness Coalition projects or purchases, and
- iii. serve as support to the Region V Emergency Preparedness Coalition and report in tandem to the Department of Health.

It should be noted that the HPP Coordinator is a non-voting member of the Coalition.

E. Sub-Committees

Sub-committees and workgroups, as requested by members or individuals, are organized under the umbrella of the Region V Emergency Preparedness Coalition. These sub-committees and workgroups may exist and function temporarily or long-term, as needed.

4. Election of Officers

A. Terms

Each officer shall serve until a successor takes office.

B. Vacancies

If the position is not filled during an election, vacancies shall be appointed by the Executive Board. The appointee shall serve the remaining portion of that term.

C. Removal

The officers or Region V Emergency Preparedness Coalition members shall have the right to remove an officer or Region V Emergency Preparedness Coalition member for good cause shown after notice and opportunity to respond in writing to Region V Emergency Preparedness Coalition membership. An officer or Region V Emergency Preparedness Coalition member shall only be removed by two-thirds (2/3) majority.

D. Election Term

The elected officers shall hold office for a term of two (2) years starting on July 1 of the election year. After serving a two (2) year term, one (1) full term must pass before the Chairperson is eligible for re-election to the same office. The Vice Chairperson and Secretary/Treasurer can serve consecutive terms if re-elected.

5. Membership

A. General Membership

Membership in the Region V Emergency Preparedness Coalition shall be composed of one (1) member from each of the 13 Region V hospitals or medical facilities. It shall also be open to all other Region V healthcare providers and partner organizations, which agree to work collaboratively and to coordinate emergency prevention, mitigation, preparedness, response, and recovery activities. The Region V Emergency Preparedness Coalition's work to develop emergency preparedness and response systems and resources shall be of benefit to the entire community, not just Region V Emergency Preparedness Coalition members.

The Region V Emergency Preparedness Coalition is currently comprised of:

- i. 14 Acute Care Hospitals
- ii. Primary Care Coalition of Montgomery County
- iii. Federally Qualified Health Centers (FQHCs)
- iv. Five (5) Public Health Departments
- v. Five (5) County Emergency Management Departments
- vi. Fire / Rescue Departments, Maryland Institute for Emergency Medical Services Systems (MIEMSS)

B. Partner Organization Membership

Partner organizations are peripheral hospitals and medical facilities in the region but which are not within Region V. Partner organizations shall be non-voting members. To be considered a partner organization, at least one (1) representative from that organization shall actively participate in Region V Emergency Preparedness Coalition meetings and activities. This shall include hospital systems.

C. Invited Non-Members

Other hospitals and healthcare facilities who may be of benefit to the Region V Emergency Preparedness Coalition for collaborative purposes may be invited to attend Region V Emergency Preparedness Coalition meetings and activities by vote of the membership. Such invited organizations may fully engage in Region V Emergency Preparedness Coalition discussions and other activities but shall have no vote. Examples of non-member participants include the Department of Defense and the United States Military Institutions.

D. Membership Roster

A roster of member organizations shall be maintained and updated each quarter. The roster will be published with the agenda of each Region V Emergency Preparedness Coalition meeting. Each organization will be listed, as appropriate, as:

- i. Active Region V Emergency Preparedness Coalition Member
- ii. Inactive Region V Emergency Preparedness Coalition Member
- iii. Partner Organization Member
- iv. Invited Non-Member

The roster may include, but does not necessarily require, representatives' names.

E. Membership Process

Membership Application Request. An application will be requested by a potential member and submitted electronically or by mail to the Region V Emergency Preparedness Coalition Secretary/Treasurer.

Review of Membership Requests. The Executive Board and membership shall review the membership request and determine eligibility within 60 days of receipt. A completed request must include, but is not limited to, the following:

- i. Name of business
- ii. Primary business address
- iii. Membership level
- iv. Primary representative
- v. Alternate representative

F. Membership in Good Standing

A member shall be deemed in good standing if the individual or a designated alternate has attended at least 50 percent of the regularly scheduled meetings within a 12 month period. If the member does not maintain good standing, the Chairperson shall inform the member and designated organizational contact that the organization will be placed on inactive status and will be unable to vote. Member organizations may return to good standing status by attending two (2) consecutive scheduled meetings.

G. Membership in Inactive Status

A member is deemed inactive if the member or designee is absent and lacking participation for two (2) consecutive meetings or has attended less than 50 percent of regularly scheduled Region V Emergency Preparedness Coalition meetings within a 12 month period. The member will receive a written notice of removal from the active membership list.

H. Membership Conduct

Organizations with membership, whether they have voting or non-voting privileges, shall not take any irresponsible action which would jeopardize or destroy, or be detrimental to, the Region V Emergency Preparedness Coalition or its legal or contractual obligations as an affiliate of the State of Maryland Department of Health and Mental Hygiene. Engaging in any

conduct damaging to the Region V Emergency Preparedness Coalition, including its reputation, is prohibited and shall be considered conduct unbecoming of a Region V Emergency Preparedness Coalition member. The Region V Emergency Preparedness Coalition shall treat any irresponsible action seriously and make discretionary decisions based on each specific incident.

I. Membership Resignation

Resignation must be submitted in writing to the Region V Emergency Preparedness Coalition. This information will be shared with the membership of the Region V Emergency Preparedness Coalition.

J. Membership Fees

At this time, there shall not be any dues or fees to apply or maintain membership with the Region V Emergency Preparedness Coalition. If in the future, federal grant funds are no longer available to the Region V Emergency Preparedness Coalition, membership fees will be re-evaluated.

6. Voting

A. Privilege to Vote

Each member may appoint several resources from their respective organizations to attend the meetings. However, only one (1) member from each organization is allowed to make motions and have voting privileges.

Members in good standing of the Region V Emergency Preparedness Coalition have the right to attend meetings and express opinions on all subjects before the Region V Emergency Preparedness Coalition. These rights are, at all times, subject to the rules of procedure governing meetings and other uniform rules and regulations contained in these bylaws and other official rules of the Region V Emergency Preparedness Coalition.

B. Voting Eligibility

Voting eligibility of the Region V Emergency Preparedness Coalition is based upon participation and includes the following:

- i. designation as a Region V Emergency Preparedness Coalition member in good standing,
- ii. attendance by a representative of an active Region V Emergency Preparedness Coalition member organization who has attended at least 50% or more of the meetings, and
- iii. votes are organization-based; each healthcare organization is entitled to one (1) vote, provided the above criteria are met, with the exception of the 14 acute care hospitals.

C. Quorum

Two-thirds (2/3) of the members in good standing shall constitute a quorum. Voting shall take place at meetings only when a quorum is present.

D. Voting Mechanisms

Votes shall be conducted by a show of hands (in-person or via videoconference), through verbal communication on audio conference, or through online voting mechanisms such as third party website or email. All votes, regardless of mechanisms will be tallied and documented in the meeting minutes, clearly showing the results of the vote.

E. Majority Rule

All issues shall be determined by majority, unless the subject requires an amendment by these bylaws.

7. Meetings

A. Roberts Rules of Order

The Region V Emergency Preparedness Coalition meetings shall be conducted in conformance of Roberts Rules of Order, which include:

- i. Meetings being called to order at the start of each meeting.
- ii. Members desiring the floor must remain seated until recognized by the Chairperson.
- iii. Any member recognized by the Chairperson must state his/her name before speaking.
- iv. The Chairperson shall introduce guest speakers who are invited to address the meeting.
- v. The Secretary, who is responsible for taking official notes of the meeting, shall clearly repeat to the meeting all motions and amendments duly made and seconded before a vote is taken.
- vi. A motion shall not be open for discussion until the motion has been duly accepted by the Chairperson.
- vii. If a member, while speaking, is called to order, he/she shall, at the request of the Chairperson, remain silent until the question is decided.
- viii. A member, or appointed representative, shall be allowed to have the floor not to exceed five (5) minutes for debate each time he/she is recognized to speak unless his/her time of speaking is extended by the consent of the majority of the members.
- ix. Any member recognized by the Chairperson to speak on any motion and who shall deviate from the subject of a motion and/or who shall deal in personalities shall automatically be ruled out of order and told why.
- x. No member, or appointed representative, shall be allowed to speak twice on any issue until all who are desirous of speaking have had a chance to speak.
- xi. Whenever there is a majority and minority division on the Region V Emergency Preparedness Coalition, both the majority and minority shall be entitled to report to the members.

- xii. Thereafter, the Chairperson shall entertain debate on both reports at the same time. It shall require a majority vote of the members to close the debate.
- xiii. Members must stay seated and maintain order.
- xiv. Voting shall be by voice or show of hands, but the Chairperson may call for a standing vote when in doubt. This provision shall not eliminate any secret ballot vote required by the Region V Emergency Preparedness Coalition.

B. Scheduling

The Region V Emergency Preparedness Coalition meetings will be held monthly, on the third Thursday of each month, beginning at 9:00 am. From time to time, there may be a need for Special Order(s) of Business, which will take place outside of the standard meeting time. The Region V Emergency Preparedness Coalition shall notify members of Special Order(s) of Business and additional times with reasonable advanced notice.

The Executive Board shall meet at least quarterly between regular Region V Emergency Preparedness Coalition meetings.

The scheduled time for each meeting shall be limited to two (2) hours and 30 minutes. Any meeting may be extended beyond regular time by a majority vote of those present.

Notice of all meetings will be made in advance, electronically through email or bulletin board.

C. Attendance

Meetings may be attended in person or by conference call. All members holding an elected or appointed position in this Region V Emergency Preparedness Coalition are required to attend (except when officially excused) two (2) out of three (3) consecutive Region V Emergency Preparedness Coalition meetings.

D. Conducting Business

- i. A quorum is necessary to conduct official Region V Emergency Preparedness Coalition business at a meeting.
- ii. Two-thirds (2/3) of the Executive Board members designated shall establish a quorum for the Region V Emergency Preparedness Coalition to conduct business during Executive Board meetings.
- iii. Not less than two-thirds (2/3) of the membership shall constitute a quorum to transact business at regular or special Region V Emergency Preparedness Coalition meetings.
- iv. Actions in the meeting should be determined by a simple majority vote.
- v. If a quorum is not present at the meeting, business will take place under the condition that any motions that are put forth to a vote will be presented to absent active Region V Emergency Preparedness Coalition members via email in order to receive a quorum vote. A reasonable amount of time will be allowed for receipt of absentee votes, not to

exceed five (5) business days from the date of the meeting. If a quorum is not obtained, the motion fails.

8. Financial Management

The Region V Emergency Preparedness Coalition has a responsibility to develop a system for managing its financial structure and to determine feasibility of becoming the fiduciary agent for the regional HPP Grant.

A. Fiscal Year

The fiscal year of the Region V Emergency Preparedness Coalition will align with the ASPR HPP fiscal year.

B. Fiduciary Agent

The fiduciary agent has not been selected at this time. This action will require further discussion by the Region V Emergency Preparedness Coalition.

9. Review and Amendment of Bylaws

A. Review

The bylaws shall be reviewed bi-annually by the Bylaws Committee and presented to the membership for acceptance.

B. Proposal

Amendments to these bylaws may be proposed by any member of the Region V Emergency Preparedness Coalition and submitted to the Executive Board in writing at least one (1) month prior to the next meeting.

C. Dissemination

Amendments will be prepared and disseminated to the membership for review at least one (1) month prior to a vote.

D. Adoption

Adoption of amendments shall be by a two-thirds (2/3) majority affirmative vote of all members in good standing present at the meeting or through electronic voting.

SECTION II: REGION V EMERGENCY PREPAREDNESS COALITION STRATEGIC PLAN

1. Mission

To provide a process for collaborative preparedness, planning, and response to incidents across Region V through partnerships, resource building, and sharing.

2. Purpose

The purpose of the Region V Emergency Preparedness Coalition is to develop a coordinated and effective medical and public health system response to all hazards through:

- Effective communications systems and protocols,
- Strategic acquisition and management of resources, and
- Collaborative prevention, mitigation, preparedness, response and recovery activities.

3. Shared Values/Guiding Principles

1. Multi-agency, multi-jurisdictional, multi-disciplinary, intergovernmental coordination for preparedness and planning activities.
2. Active partnerships between all organizations and partner agencies.
3. Information sharing and situational awareness.
4. Collaborative decision making across all disciplines.
5. Regional collaboration for resource sharing and allocation.
6. Alignment of gaps, planning, training, exercise, and resource acquisition.

4. Capabilities/Performance Indicators

- National Health Security Strategy (NHSS)
- Centers for Disease Control and Prevention Public Health Emergency Preparedness (CDC PHEP)
- Office of the Assistant Secretary for Preparedness and Response Hospital Preparedness Program (ASPR HPP)
- U.S. Department of Homeland Security (DHS) National Preparedness Goal

5. Goals, Objectives, Performance Measures

This section presents each of the strategic goals, objectives and steps, either ongoing or proposed, for the Region V Emergency Preparedness Coalition. Each goal is presented in a table format for clear reference to goals and objectives, which link to the shared values.

Goal 1: To develop and implement the Healthcare Region V Emergency Preparedness Coalition Plan

Objective	Strategy	Step/Milestone
1.1. Develop an operational/procedural plan for implementation of the Region V Emergency Preparedness Coalition Plan	1.1.1. Implement the Healthcare Region V Emergency Preparedness Coalition	<ul style="list-style-type: none"> ▪ Develop Bylaws ▪ Develop Articles of Incorporation ▪ Expand the Region V Emergency Preparedness Coalition by sharing information and resources ▪ Coordinate the Region V Emergency Preparedness Coalition through effective communications
1.2. Ensure a diversified and experienced leadership structure is in place	1.2.1. Develop governance structure	<ul style="list-style-type: none"> ▪ Document leadership structure currently in place with the Region V Emergency Preparedness Coalition ▪ Elect Coalition Officers

Objective	Strategy	Step/Milestone
1.3. Develop a collaboration of the regional members into the Region V Emergency Preparedness Coalition	1.3.1. Define the core group of stakeholders and members	<ul style="list-style-type: none"> ▪ Seat all confirmed Board representatives ▪ Document the core membership groups of the Region V Emergency Preparedness Coalition and define partner organizations
1.4. Enhance the active participation of the Region V Emergency Preparedness Coalition members	1.4.1. Increase Region V Emergency Preparedness Coalition membership	<ul style="list-style-type: none"> ▪ Provide opportunity to participate actively in region-wide emergency preparedness planning ▪ Strengthen the ability to advocate for resources and changes to support effective emergency preparedness and response ▪ Access to timely information ▪ Access to an organized system for sharing information and resources

Link to Shared Value 1. Multi-agency, multi-jurisdictional, multi-disciplinary, intergovernmental coordination for preparedness and planning activities.

Goal 2: To ensure overall readiness of regional health care partners through cooperation and coordination of community-wide training and exercises

Objective	Strategy	Step/Milestone
<p>2.1. The Region V Emergency Preparedness Coalition will participate in a regional exercise that tests the components of medical surge (e.g. interoperable communications, volunteer management, alternate care facilities, MOUs/MAAs, fatality management, evacuation/shelter-in-place, hospital bed tracking)</p>	<p>2.1.1. Conduct Regional Exercise Plan</p>	<ul style="list-style-type: none"> ▪ Design, develop, and conduct regional exercise to test components of medical surge that can improve the ability for Region V to prepare, respond, manage and recover
<p>2.2. The Region V Emergency Preparedness Coalition will provide training on conducting exercises and strategic plan components and activities, actively seeking opportunities to coordinate with response partners throughout the region</p>	<p>2.2.1. Develop Comprehensive Plan for Training and Exercises</p>	<ul style="list-style-type: none"> ▪ Develop a formal training and exercise plan to guide Region V's capabilities ▪ Coordinate the training and exercise plan to ensure there is community engagement ▪ Ensure that the training and exercise plan outlines the basic steps to be taken

Objective	Strategy	Step/Milestone
2.3. The Region V Emergency Preparedness Coalition will support revision of existing plans to incorporate lessons learned from real world incidents and exercises	2.3.1. Enhance of existing plans	<ul style="list-style-type: none"> Utilize the after action reports/conferences to guide the update of the plans based on lessons learned

Link to Shared Value 6. Alignment of gaps, planning, training, exercise, and resource acquisition.

Goal 3: To develop a Communications Plan to coordinate communications throughout the region.

Objective	Strategy	Step/Milestone
3.1. Determine protocols and standard operating procedures for communications including redundancy	3.1.1. Formalize communications strategy	<ul style="list-style-type: none"> Align physical communications equipment Document modes of communication
3.2. Quarterly, on an on-going basis, a Region V Emergency Preparedness Coalition workgroup will coordinate a test of current communication capability	3.2.1. Implement a testing strategy	<ul style="list-style-type: none"> Develop a testing schedule to test current communications means (i.e. telephone, email, radio, web-based)
3.3. Develop a plan for internal and external communication and coordination, including outreach to constituents and stakeholders	3.3.1. Enhance communications structure to coordinate communication to external partners	<ul style="list-style-type: none"> Establish guidelines for transmission of information Develop an information sharing protocol Utilize redundant communications on an annual basis to communicate with external partners

Link to Shared Value 3. Information sharing and situational awareness.

Goal 4: Obtain and secure additional funding sources.

Objective	Strategy	Step/Milestone
4.1. Apply to the defined funding sources for funds	4.1.1. Determine funding sources	<ul style="list-style-type: none"> ▪ Establish funding from ASPR Grant through Department of Health and Mental Hygiene (DHMH) ▪ Leverage existing funding streams to benefit Coalition activities through shared resources and projects ▪ Determine potential alternative funding sources grants
4.2. Establish a fiduciary for obtained funds	4.2.1. Determine a structure for the fiduciary of the Region V Emergency Preparedness Coalition	<ul style="list-style-type: none"> ▪ Investigate options from within the Region V Emergency Preparedness Coalition to poll membership for a member hospital to serve as fiduciary ▪ Reach out to other partner organizations to determine feasibility of combining efforts
4.3 Establish a legislative initiative	4.3.1 Determine the level of advocacy and develop the planning guidance	<ul style="list-style-type: none"> ▪ Develop historical timeline of Region V activities and key events ▪ Determine key points for discussion in bullet point format ▪ Establish the team to deliver the message to the state legislature ▪ Schedule appointments with the key legislators

Link to Shared Value 2. Active partnerships between all organizations and partner agencies.

Goal 5: Develop a regional resource management plan

Objective	Strategy	Step/Milestone
5.1. Review and document regional resources	5.1.1. Manage resources on a regional level	<ul style="list-style-type: none"> ▪ Develop a Concept of Operations that details roles and responsibilities for sharing resources, personnel, and equipment

Objective	Strategy	Step/Milestone
5.2. Develop a process for requesting resources	5.2.1. Develop Resource tracking process	<ul style="list-style-type: none"> ▪ Develop a protocol and tracking mechanism for resources to be requested and deployed ▪ Investigate alternative solutions/options of software platforms, which can serve as a central repository of all inventoried equipment and resources in the Region
5.3. Maximize the use of existing authorities, organizations, resources, and programs to reduce emergency relief costs	5.3.1. Review other regions' resources and state-level resources	<ul style="list-style-type: none"> ▪ Analyze how to incorporate the information from the state's resource system and other regional assets ▪ Identify external central warehouse/ storage area for supplies and equipment to be accessible by the Coalition ▪ Develop protocol on the use of external warehouse(s)

Link to Shared Value 5. Regional collaboration for resource sharing and allocation.

Goal 6: Manage the Emergency Preparedness Coalition

Objective	Strategy	Step/Milestone
6.1. Improve the Coalition effectiveness	6.1.1. Implement Coalition improvement	<ul style="list-style-type: none"> ▪ Review and revise Coalition bylaws on a regular basis ▪ Review and revise the strategic plan on a regular basis ▪ Explore potential to collaborate with other community organizations
6.2. Increase awareness of the Coalition	6.2.1. Build community partnerships	<ul style="list-style-type: none"> ▪ Consider development of a website ▪ Develop press releases and media contact lists ▪ Consider development of an annual report that includes vision, goals, membership and accomplishments
6.3. Increase engagement of the Coalition members	6.3.1. Support Coalition activities	<ul style="list-style-type: none"> ▪ Host meetings for members to share information and ideas for activities ▪ Develop member commitments to projects, tasks or workgroups

Objective	Strategy	Step/Milestone
		<ul style="list-style-type: none"> ▪ Encourage members to promote the Coalition within each of their own organizations
6.4. Increase Coalition Membership	6.4.1. Support Coalition management	<ul style="list-style-type: none"> ▪ Identify new partners, as needed ▪ Develop tools for recruitment ▪ Develop membership packets

Link to Shared Value 4. Collaborative decision making across all disciplines.

6. Hospital Preparedness Program Healthcare Region V Emergency Preparedness Coalition Development Assessment Factors Matrix

Assessment Factor	Objective	Region V Compliance
#1 The HCC has established a formal self-governance structure, including leadership roles	Preparedness	
#2 The HCC has multi-disciplinary healthcare organization membership	Preparedness	
# 3 The HCC has established geographical boundaries	Preparedness	
#4 The HCC has a formalized process for resource and information management with its membership	Preparedness	
#5 The HCC is integrated into the healthcare delivery system processes for their jurisdiction	Preparedness	
#6 The HCC has established roles and responsibilities	Preparedness	
#7 The HCC has conducted an assessment of each of its member's healthcare delivery capacities and capabilities	Preparedness	
#8 The HCC has engaged its member's healthcare delivery system executives	Preparedness	
#9 The HCC has engaged its member's healthcare system clinical leaders.	Preparedness	
#10 The HCC has an organizational structure to develop operational plans	Preparedness	
#11 The HCC has an incident management structure to coordinate actions to achieve incident objectives during response	Response	

Assessment Factor	Objective	Region V Compliance
#12 The HCC demonstrates an ability to enhance situational awareness for its members during an event	Response	
#13 The HCC demonstrates an ability to identify the needs of at-risk individuals during response	Response	
#14 The HCC demonstrates an ability to resource support and coordination among its member organizations during response	Response	
#15 The HCC members demonstrate an evacuation capability with functional patient tracking mechanisms	Response	
#16 The HCC utilizes an operational framework and set of indicators to transition from crisis standards of care, to contingency, and ultimately back to conventional standards of care	Recovery	
#17 The HCC incorporates post-incident health services recovery into planning and response	Recovery	
#18 The HCC ensures quality improvement through exercises/events and corrective action plans	Mitigation	
#19 The HCC has established a method for incorporating feedback from its members to support group cohesion and improve processes	Mitigation	
#20 Within the last year, what is your HCC's most important accomplishment?	N/A	

7. Performance Matrix

Strategic Goal Title/Number:		Reporting Timeframe:					
Agency:		Recorded by (name/agency):					
Date:		Date:		List Equipment Procured		Objective Completed (Y/N) (%)	
Objective	List Personnel Trained, Hired or Recruited	Date	List Training Completed	Date	List Equipment Procured	Date	Objective Completed (Y/N) (%)
Recommendations:							

SECTION III: MARKETING THE REGION V EMERGENCY PREPAREDNESS COALITION

Participating in a Region V Emergency Preparedness Coalition gives the members a community of peers with experiences and best practices that could be similar or vastly different to your own. Regardless, that shared knowledge will only help you as an institution grow and become smarter. It allows you to learn from mistakes that are not yours. Additionally, it allows you to share resources. For example, one hospital emergency manager may be too busy to plan an exercise for his/her facility, but if they share the work among four (4) other colleagues, then they all will have an exercise that they can use in their individual hospitals or that they go through as a Region V Emergency Preparedness Coalition.

Funding for shared activities has generally received a higher priority from DHS, HHS and other federal grant administrators because it allows them to create multiple awardees with one (1) allotment. This also allows hospitals to not have to compete directly against each other to fund expensive teams and infrastructure for scenarios that will usually affect the entire region.

Marketing the Region V Emergency Preparedness Coalition includes:

- Promoting the Region V Emergency Preparedness Coalition activities
- Membership development
- Community engagement

Marketing is the process where we sell the product or program. This can be done in a variety of ways including individual or group meetings. The following questions will guide the marketing strategy throughout the development of the Region V Emergency Preparedness Coalition.

- What are we trying to do?
- Who can help the Region V Emergency Preparedness Coalition?
- What do we know about the Region V Emergency Preparedness Coalition now?
- What do we need the person or organization to believe so they will support the Region V Emergency Preparedness Coalition?
- What are the key characteristics of the groups you need to reach?
- Are they part of a government agency with established policies that may take some time to change or can their group make decisions quickly?
- Is the individual or group difficult to reach through individual contact?
- How can you reach these individuals or organizations? *Through media, personal contact, networking with other groups, introduction by an individual who has contact with the Region V Emergency Preparedness Coalition and the target group or individual.*
- Who can influence the targeted individual or group? *Commercial marketers often target their messages to the “influencers” when they want to shape someone else’s behavior. Cereal and toy companies, for instance, advertise heavily on cartoon shows and other programs for children so that they can create demand for their products among children who, in turn,*

influence their parents' shopping decisions. Region V Emergency Preparedness Coalitions can learn from these advertisers and reach out to individuals or groups who have influence with others.

- *What is your message? Based on the answers to the preceding questions about the target audience's characteristics, what they believe now, what you want them to believe and how you can reach them, craft your message to be as effective as possible.*
- *What will it cost you to market your message to this individual or group? Costs should be measured not only in money, but also in time, energy, material and influence. Is the benefit that will accrue to the organization worth the expenditure necessary to obtain it? These questions can help you to prioritize your efforts.*
- *How will you know if your message has been received and accepted? If you cannot evaluate the success of your effort, you will not know how to modify it the approach if it does not work.*
- *What is your "fallback" approach if reaching out to the targeted individual or group does not achieve the goal? If you cannot motivate or mobilize the target, what else can be done or who else can be approached? Ask the same series of questions about the target audience to develop the strategy.*

SECTION IV: SUSTAINABILITY OF THE REGION V EMERGENCY PREPAREDNESS COALITION

- A. It is important to remember that you must manage the resources, whether they are financial or in-kind support. Collaboration is essential to sustaining the Region V Emergency Preparedness Coalition. This can take place in a variety of ways including:
 - Writing grants
 - Sharing resources, space, equipment and personnel
- B. Establish a line item in an existing budget. The line item is a part of the budget that is dedicated to the Region V Emergency Preparedness Coalition needs.
- C. Incorporate the activities of the Region V Emergency Preparedness Coalition with another organization with a similar mission. Similarly, the Region V Emergency Preparedness Coalition may benefit from a strategic partnership with their Hospital Association.
- D. It is important to work with grant funding, if possible. Grants may come from public sources or foundations. Some communities have opportunities that must be spent locally.
- E. Personnel that exist in the organizations that make up the Region V Emergency Preparedness Coalition may possibly be shared by the Region V Emergency Preparedness Coalition including:
 - Time-share positions
 - Volunteers
 - Internships
 - College work-study positions
 - In-kind donations of time
- F. In-kind support includes the resources that are utilized rather than money. Volunteering to give time, services or equipment.
- G. Pursue third-party funding support from an educational institution or research foundation.
- H. Consider the development of a fee-for-service structure. To counteract the fee structure, some groups use a sliding scale, to make services available to more people. Another option is offering the voting members free of charge, but have a fee for others.
- I. Explore public funding from the state legislature, city council, or other similar governing body.
- J. Explore endowments and planned giving arrangements.

- K. Consider establishing membership fees and dues.
- Dues or sponsorship fees are a simple way to generate some income.
 - They come from the membership, which displays the commitment to the Region V Emergency Preparedness Coalition.
 - The dues or sponsorship fees increase the Region V Emergency Preparedness Coalition to be self-reliant.
 - A sliding scale can reduce the burden for the smaller members of the Region V Emergency Preparedness Coalition.

APPENDIX A: REGION V EMERGENCY PREPAREDNESS COALITION BROCHURE

See attachment

APPENDIX B: REGION V EMERGENCY PREPAREDNESS COALITION MEMBERSHIP APPLICATION

Region V Emergency Preparedness Coalition



Coalition Membership Application

Organization:

Name:

Title:

Address:

Telephone:

Email:

May we list your organization as a Coalition member Yes No

I understand that acceptance of this application by the Coalition does not constitute permission to use the Region V EPC logo, name or materials without first receiving approval from the Coalition chair and board.

APPENDIX C: REGION V EMERGENCY PREPAREDNESS COALITION SIGN IN SHEET

Sign In Sheet

Date _____

(PLEASE PRINT CLEARLY)

Name	Agency/Department	Phone Number	E-Mail

APPENDIX D: REGION V EMERGENCY PREPAREDNESS COALITION CHECKLIST

PHASE 1: Organizational Review

✓	Date completed	Task
<input type="checkbox"/>	_____	1. Develop mission statement.
<input type="checkbox"/>	_____	2. Develop financial management plan.
<input type="checkbox"/>	_____	3. Draft bylaws. <i>Note: The bylaws are not required to be filed with the state, but they need to be included with the federal tax exemption application.</i>
<input type="checkbox"/>	_____	4. Select the governance of the Coalition. <ul style="list-style-type: none"> • Board of Directors • Chair • Council
<input type="checkbox"/>	_____	5. File the Articles of Incorporation with: State Department of Assessments and Taxation Charter Room 801 301 W. Preston Street Baltimore, MD 21201-2395 www.dat.state.md.us
<input type="checkbox"/>	_____	6. File Trade Name Registration with: State Department of Assessments and Taxation Charter Room 801 301 W. Preston Street Baltimore, MD 21201-2395 www.dat.state.md.us <i>Note: This is only applicable if the organization is using a name other than the one contained in the Articles of Incorporation</i>

_____ 7. Obtain Federal Employer Identification Number (EIN).
File the form online at:
www.irs.gov/businesses/small/article/0,,id=102767,00.html

_____ 8. Hold organizational meeting.

PHASE 2: Federal Tax Exemption Determination

<input checked="" type="checkbox"/>	Date completed	Task
<input type="checkbox"/>	_____	9. File IRS Form 1023 if seeking 501(c)(3) status. Form: www.irs.gov/pub/irs-pdf/f1023.pdf Instructions: http://www.irs.gov/pub/irs-pdf/i1023.pdf

PHASE 3: Charitable Solicitation (Maryland and other states)

<input checked="" type="checkbox"/>	Date completed	Task
<input type="checkbox"/>	_____	10. File MD Form COR-92. Maryland: Charitable Organizations Division Office of the Secretary of State State House Annapolis, Maryland 21401 410-974-5534 or 1-888874-0013 (within Maryland) http://www.sos.state.md.us/charity/COR-92.pdf Other states: www.multistatefiling.org/n_appendix.htm

PHASE 4: State Filings After Coalition Receives 501(c)(3) Determination

<input checked="" type="checkbox"/>	Date completed	Task
<input type="checkbox"/>	_____	11. File combined registration application to obtain sales tax exemption. Application and instructions can be found at: forms.marylandtaxes.com/current_forms/cra.pdf

PHASE 5: Status Maintenance

✓	Date completed	Task
<input type="checkbox"/>	_____	12. File MD Form No. 1 – Personal Property Return. Form and instructions can be found at: www.dat.state.md.us/sdatweb/personal.html#forms
<input type="checkbox"/>	_____	13. File IRS Form 990-N, Form 990-EZ, or Form 990. Form and instructions can be found at: www.irs.gov/charities/index/html <i>Note: The specific form used will be based on annual gross receipts.</i>
<input type="checkbox"/>	_____	14. File MD Form COF-85 (only if not filing IRS Form 990). Form and instructions can be found at: http://www.sos.state.md.us/charity/COR-85.pdf

PHASE 6: State Tax Exemptions

✓	Date completed	Task
<input type="checkbox"/>	_____	15. Apply for property tax exemption. Contact information for assessment offices by county can be found at: www.dat.state.md.us/sdatweb/personal.html#forms
<input type="checkbox"/>	_____	16. Obtain state and local licenses and permits. Information on applicable licenses and permits can be found at: www.dat.state.md.us/sdatweb/county.html www.blis.state.md.us

PHASE 7: Proper Insurance for Organization, Board Members, and Officers

✓	Date completed	Task
<input type="checkbox"/>	_____	17. Assess property and liability insurance needs for the Coalition. <i>NOTE: Maryland Nonprofits organization may be able to assist the Coalition with its insurance needs. Information can be found at: www.marylandnonprofits.org</i>

PHASE 8: Employees and Independent Contractors (if applicable)

✓	Date completed	Task
<input type="checkbox"/>	_____	18. Pay state employment and unemployment taxes.
<input type="checkbox"/>	_____	19. Pay federal employment taxes.
<input type="checkbox"/>	_____	20. Pay workers' compensation insurance.
<input type="checkbox"/>	_____	21. Display required OSHA and Department of Labor posters.

PHASE 9: Final IRS Determination

✓	Date completed	Task
<input type="checkbox"/>	_____	22. After five years from the time of being determined to be a 501(c)(3) organization, file IRS Form 8734 – Support Schedule for Advanced Ruling Period. The form can be found at: http://www.irs.gov/pub/irs-pdf/f8734.pdf