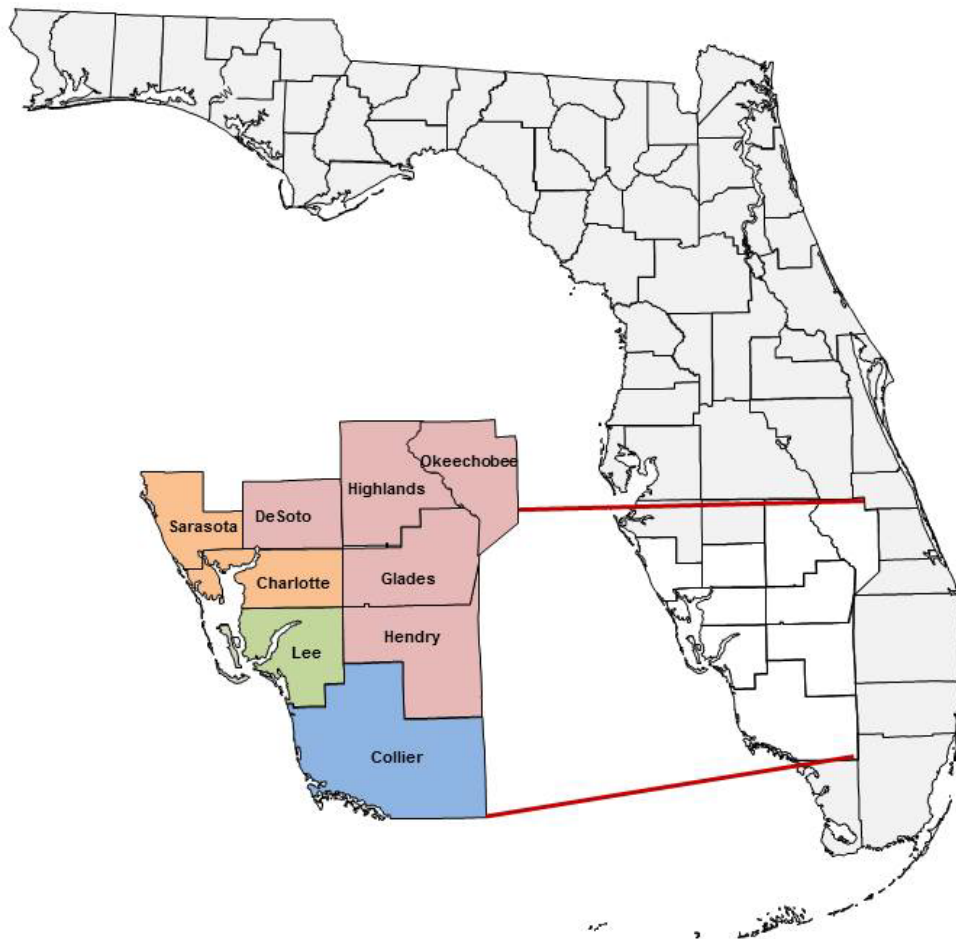


Southwest Florida Healthcare Coalition Preparedness Plan



2022

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1. Introduction

1.1 Purpose

The Southwest Florida Healthcare Coalition (SWFHCC) was created to support the local healthcare coalitions, communities and other response agencies to collaboratively plan for all-hazards emergencies by promoting intra-regional cooperation and sharing of resources. The SWFHCC covers nine counties: Charlotte, Collier, DeSoto, Glades, Hendry, Highlands, Lee, Okeechobee, and Sarasota Counties.

The coalition works to attain the 2017-2022 Health Care Preparedness and Response Capabilities. The coalition collaborates with stakeholders, including core members, such as hospitals, emergency medical services, emergency management organizations, and public health agencies; additional members of the healthcare and preparedness community; and the Emergency Support Function-8 lead agency. While the coalition is not a primary response entity, it does work to ensure that the community has the necessary medical equipment and supplies, real-time information, communication systems, and trained and educated healthcare personnel to respond in an emergency. In addition, the coalition identifies hazards and risks, and prioritizes and addresses gaps through planning, training, exercising, and managing resources.

Furthermore, the coalition also plans and collaborates with the aforementioned stakeholders to share and analyze information, manage and share resources, and coordinate strategies to deliver medical care to all populations during emergencies and planned events.

The coalition works to enable healthcare organizations to provide uninterrupted, optimal medical care to all populations in the face of damaged or disabled healthcare infrastructure. The coalition assists in providing training, education and equipment to prepare healthcare workers to care for patients in an emergency. The coalition facilitates after action reports and improvement plans (AAR/IP) to improve operations.

Finally, the coalition assists with medical surge planning, training, and exercising to support the healthcare delivery system's transition to contingency and crisis surge response and promote a timely return to conventional standards of care.

1.2 Scope

This plan, which is in effect through 2023, addresses an all-hazards approach to mitigation and preparedness activities by healthcare organizations within the Southwest Florida Healthcare Coalition, which covers the following nine counties: Charlotte, Collier, DeSoto, Glades, Hendry, Highlands, Lee, Okeechobee, and Sarasota.

The purpose of this Preparedness Plan is to document the process and structure for the coalition to collaborate to meet the mission and purpose.

The ESF-8 serves as the contact between the healthcare provider system and the statewide emergency response system. This function provides an interface through the ESF-8 to the State Emergency Operations Center (EOC). In the initial response, coordination among local entities will entail working closely with competing fire and rescue, pre-hospital treatment, patient transport, law enforcement, medical care, and public safety requirements. If the incident impacts multiple jurisdictions within the region, mutual aid agreements in the region will not be sufficient to support response efforts. In this case, regional, state, and federal coordination will be vital in order to supply needed resources for response and recovery. It must be emphasized, that the structure noted above is in addition to and does not replace the relationships and coordinating channels established between the individual healthcare facilities and their local emergency coordinating centers and/or health department officials.

One of roles of the Coalition is to build and strengthen the relationships that underpin the ESF-8 system, as well as increase communication, enable opportunities for training and preparedness.

This plan is intended to support, not replace, existing facility disaster plans. It is expected that healthcare entities will develop and maintain their emergency management programs to enhance organizational self-reliance and address community needs. They will also participate in the regional and statewide emergency response system development activities to enhance response to larger scale events. Individual health care facilities are responsible for implementing their Comprehensive Emergency Management Plans (CEMPs), including logistical support. In the event they cannot carry out their plan, individual health care facilities will contact the ESF-8. Healthcare entities will provide and maintain current contact data in Florida Health Stat to facilitate timely distribution of important emergency planning information. This document does not replace or modify the need for individual healthcare entities to coordinate with their jurisdictional EOC, Emergency Services and vendors. The response structure established for communication with and coordination of healthcare capabilities is based on the relationship between the regional healthcare emergency response plans and ESF-8. The Regions' and individual hospitals' response plans must be based upon an Incident Management System (IMS) which integrates with the National Incident Management System (NIMS) structure.

1.3 Administrative Support

This Preparedness Plan will initially be approved by the members of the Southwest Florida Healthcare Coalition. It will then be updated annually and approved each June. A letter of concurrence for this preparedness plan from the chair of the SWFHCC is attached.

Step 1	October 2017	Start of five-year period
Step 2	May 2017	Development of initial work plan Letters of concurrence signed by each chapter chair
Step 3	January & February 2018	HVA and gap analysis reviewed
Step 4	March 2018	Preparedness draft updated
Step 5	April 1, 2018	Preparedness Plan draft was available
Step 6	April/May	Gather member feedback
Step 7	May	Member vote of approval Letters of concurrence were gathered
Step 8	June	Final draft published
Step 9	July 1, 2018	Review of progress against work plan in previous year; adjustments to upcoming work plan made as needed
Steps 3-9 will be repeated annually		
June 2020 Steps 3-5 were completed		
May 2021 Steps 3-5 were completed		
May 2022 Steps 3-5 were completed		

2. Coalition Overview

2.1 Introduction/Role/Purpose of Coalition

The mission of the Southwest Florida Healthcare Coalition is to support the members, communities and other response agencies to collaboratively plan for all- hazards emergencies by promoting intra-regional cooperation and sharing of resources.

The purpose of the Southwest Florida Healthcare Coalition is fourfold. First the coalition works to identify and mitigate gaps in the healthcare community’s ability to effectively respond to an incident. A second important role of the coalition is to receive and disperse grant funding for healthcare preparedness efforts. Next, the coalition helps to improve overall readiness through

coordination of region-wide training and exercises. Fourth, the coalition fosters communication between local, regional, and state entities on community-wide emergency planning and response.

2.2 Coalition Boundaries

The SWFHCC incorporates nine counties and includes both urban/suburban and rural areas. The SWFHCC region is bordered on the west by the Gulf of Mexico, and Lake Okeechobee is a major feature on the eastern border.

2.3 Coalition Members

A Little Help Nurse Registry, LLC	375 Commercial Ct, Venice, FL 34292	Venice	FL
A1 America Home Health	2454 Winkler Ave, Fort Myers, FL 33901	Fort Myers	FL
Administrator at Winkler Court	3250 Winkler Ave, Fort Myers, FL 33916	Fort Myers	FL
Adult & Children's Surgery Center of Southwest Florida	5238 Mason Corbin Ct #101, Fort Myers, FL 33907	Fort Myers	FL
Adult & Children's Surgery Center of SWFL	5238 Mason Corbin Ct # 101	Fort Myers	FL
Advanced Physical Therapy	6314 Whiskey Creek Dr, Fort Myers, FL 33919	Fort Myers	FL
Advanced Physical Therapy	1402 SE 16th Pl, Cape Coral, FL 33990	Cape Coral	FL
Advent Health Wauchula	735 S 5th Ave, Wauchula, FL 33873	Wauchula	FL
Agency for Healthcare Administration	5276 Summerlin Commons Way, Fort Myers, FL 33907	Fort Myers	FL
Alderman Oaks	727 Hudson Ave, Sarasota, FL 34236	Sarasota	FL
All About Home Care	2310 N Airport Rd, Fort Myers, FL 33907	Fort Myers	FL
Amavida Senior Living	7650 Gladiolus Dr, Fort Myers, FL 33908	Fort Myers	FL
Amedisys Home Healthcare	28901 Trails Edge Blvd Suite 203, Bonita Springs, FL 34134	Bonita Springs	FL

Amedisys Inc. Cape Coral	Address: 1749 NE 10th Terrace Suite 7, Cape Coral, FL 33909	Fort Myers	FL
American House	14001 Metro Pkwy, Fort Myers, FL 33912	Fort Myers	FL
American Red Cross	7051 Cypress Terrace, #110	Fort Myers	FL
Angel Works	411 NE 16th Pl, Cape Coral, FL 33909	Fort Myers	FL
Arbor at Shell Point	Address: 8100 Arbor Court, Fort Myers, FL 33908	Fort Myers	FL
Arden Courts	Address: 15950 McGregor Blvd, Fort Myers, FL 33908	Fort Myers	FL
Area Agency on Aging	Address: 15201 N Cleveland Ave #1100, North Fort Myers, FL 33903	Fort Myers	FL
Arlington of Naples	7900 Arlington Cir, Naples, FL 34113	Naples	FL
Autumn Leaves	22900 Lyden Dr, Estero, FL 33928	Estero	FL
Avalon Manor	Address: 2580 First St, Fort Myers, FL 33901	Fort Myers	FL
Avidity Home Health	Address: 6811 Palisades Park Ct suite 2, Fort Myers, FL 33912	Fort Myers	FL
Avow Hospice	1095 Whippoorwill Lane	Naples	FL
Barkley Place	36 Barkley Cir, Fort Myers, FL 33907	Fort Myers	FL
Baroudi Cosmetic & Plastic Surgery Promenades Surgery Center	3222 Tamiami Trail, Port Charlotte, FL 33952	Port Charlotte	FL
Barrington Terrace ALF	9731 Commerce Center Court, Fort Myers, FL 33908	Fort Myers	FL
Bayfront Health	809 E Marion Ave, Punta Gorda, FL 33950	Punta Gorda	FL
Bayfront Health Port Charlotte	2500 Harbor Blvd	Port Charlotte	FL

Benderson Family Rehabilitation	1951 Honore Ave, Sarasota, FL 34232	Sarasota	FL
Beneva Lakes Healthcare	741 S Beneva Rd, Sarasota, FL 34232	Sarasota	FL
Big Lake Kidney Center Okeechobee	3240 South, US-441, Okeechobee, FL 34974	US-441, Okeechobee	FL
Blue Sky Therapy	401 Fountain Medical Court, Suite 101D Bonita Springs, FL 34135	Bonita Springs	FL
Bonita Community Health Center	3501 Health Center Blvd	Bonita Springs	FL
Braden Clinic	5068 Annunciation Cir #111, Ave Maria, FL 34142	Ave Maria	FL
Brookdale	Address: 13565 American Colony Blvd, Fort Myers, FL 33912	Fort Myers	FL
Calusa Harbour	2525 First Street	Fort Myers	FL
Cape Coral Emergency Management	Address: 1115 SE 9th Ave, Cape Coral, FL 33990	Cape Coral	FL
Cape Coral Hospital	636 Del Prado Blvd S	Cape Coral	FL
Cape Coral Police Department	Address: 1100 Cultural Park Blvd, Cape Coral, FL 33990	Cape Coral	FL
Cape Health Surgery Center	Address: 665 Del Prado Blvd S, Cape Coral, FL 33990	Cape Coral	FL
Cape Villa ALF	Address: 4216 SW 5th Pl, Cape Coral, FL 33914	Fort Myers	FL
Center for Digestive Health	12700 Creekside Ln # 202, Fort Myers, FL 33919	Fort Myers	FL
Center for Endoscopy	3325 S Tamiami Trail, Sarasota, FL 34239	Sarasota	FL
Central Florida Healthcare	950 County Rd 17A W, Avon Park, FL 33825	Avon Park	FL
Central Florida Regional Planning Council	555 E Church St, Bartow, FL 33830	Bartow	FL

Charlotte Behavioral Healthcare	1700 Education Ave, Punta Gorda, FL 33950	Punta Gorda	FL
Charlotte Emergency Management	26571 Airport Rd	Punta Gorda	FL
Chelsea Place	3512 Del Prado Blvd S, Cape Coral, FL 33904	Cape Coral	FL
Choices In Living Adult Day Care Cape Coral, FL.	3812 Skyline Blvd # C, Cape Coral, FL 33914	Cape Coral	FL
City of Sanibel	Address: 800 Dunlop Rd, Sanibel, FL 33957	SANIBEL	FL
Coastal Behavioral Health	2208 Castillo Ave, Punta Gorda, FL 33950	Punta Gorda	FL
Collier County Emergency Management	8075 Lely Cultural Parkway	Naples	FL
Collier County EMS	8075 Lely Cultural Parkway	Naples	FL
Collier County Hazardous Materials District Response Team	1885 Veterans Park Drive	Naples	FL
Collier County Medical Reserve Corps	3339 East Tamiami Trail STE 145	Naples	FL
Collier County Sheriff's Office	3319 Tamiami Trail E, Naples, FL 34112	Naples	FL
Collier Endoscopy and Surgery Center	3439 Pine Ridge Rd, Naples, FL 34109	Naples	FL
Comfort Keepers	Address: 12480 Brantley Commons Ct #101, Fort Myers, FL 33907	Fort Myers	FL
Consulate Health Care	991 Pondella Rd, North Fort Myers, FL 33903	North Fort Myers	FL
Coral Trace	Address: 216 Santa Barbara Blvd, Cape Coral, FL 33991	Fort Myers	FL
Cypress Cove	Address: 10200 Cypress Cove Dr, Fort Myers, FL 33908	Fort Myers	FL
Cypress Living	6870 Alister Way, Fort Myers, FL	Fort Myers	FL

David Lawrence Center	6075 Bathey Ln, Naples, FL 34116	Naples	FL
DaVita Dialysis	Address: 4220 Executive Cir Ste 38, Fort Myers, FL 33916	Fort Myers	FL
DaVita Dialysis	3040 Del Prado Blvd S, Cape Coral, FL 33904	Cape Coral	FL
DeSoto County Emergency Management	2200 NE Roan St	Arcadia	FL
DeSoto Memorial Hospital	900 North Robert Avenue	Arcadia	FL
DeSoto Psychiatric Services	811 N Mills Ave, Arcadia, FL 34266	Arcadia	FL
Discovery Village at The Forum	Address: 2619 Forum Blvd, Fort Myers, FL 33905	Fort Myers	FL
Doctor's Hospital Sarasota	5731 Bee Ridge Rd	Sarasota	FL
Doctor's Choice	6224 Whiskey Creek Dr, Fort Myers, FL 33919	Fort Myers	FL
Doctors Choice Home Care	7250 S Beneva Rd, Sarasota, FL 34238	Sarasota	FL
Doctors Same Day Surgery Center	5741 Bee Ridge Rd Suite 100, Sarasota, FL 34233	Sarasota	FL
Dornoch Place	Address: 2728 SE 16th Pl, Cape Coral, FL 33904	Fort Myers	FL
Douglas Jacobson Veterans Nursing Home	21281 Grayton Terrace, Port Charlotte, FL 33954	Port Charlotte	FL
Lee County Sheriff's Department	Address: 14750 6 Mile Cypress Pkwy, Fort Myers, FL 33912	Fort Myers	FL
Encompass Medical, LLC	14253 Tamiami Trail, North Port, FL 34287	North Port	FL
Englewood Community Hospital	700 Medical Blvd	Englewood	FL
Englewood Healthcare and Rehabilitation Center	1111 Drury Ln, Englewood, FL 34224	Englewood	FL
Evans Health Care	Address: 3735 Evans Ave, Fort Myers, FL 33901	Fort Myers	FL
Evans Health Care	3735 Evans Ave, Fort Myers, FL 33901	Myers	FL
Eye Centers of Florida	4101 Evans Avenue	Fort Myers	FL

Eye Specialist Laser and Surgery Center	4101 Evans Ave, Fort Myers, FL 33901	Fort Myers	FL
Eye Specialists Laser & Surgery Center	12453 S Cleveland Ave	Fort Myers	FL
Fairway Pines Sebring, Fl.	5959 Sun N Lake Blvd, Sebring, FL 33872	Sebring	FL
Family Community Health Centers	2256 Heitman St, Fort Myers, FL 33901	Fort Myers	FL
Family First Homecare	7051 Cypress Terrace Ste 202, Fort Myers, FL 33907	Myers	FL
Family Health Centers of Southwest Florida	2256 Heitman St	Fort Myers	FL
Fawcett Memorial	21298 Olean Blvd, Port Charlotte, FL 33952	Port Charlotte	FL
FDOH Collier County	3339 Tamiami Trail E, Naples, FL 34112	Naples	FL
FDOH in DeSoto County	1031 E Oak St, Arcadia, FL 34266	Arcadia	FL
FDOH in Okeechobee County	Address: 1728 NW 9th Ave, Okeechobee, FL 34972	Okeechobee	FL
FGCU	10501 FGCU Blvd S, Fort Myers, FL 33965	Fort Myers	FL
Florida Community Health Centers	Address: 315 W C Owen Ave, Clewiston, FL 33440	Clewiston	FL
Florida Community Health Centers	315 W C Owen Ave, Clewiston, FL 33440	Clewiston	FL
Florida Department of Health in Charlotte County	1100 Loveland Boulevard	Port Charlotte	FL
Florida Department of Health in Collier County	3339 Tamiami Trail East Suite 145 Bldg H	Naples	FL
Florida Department of Health in DeSoto County	34 South Baldwin Avenue	Arcadia	FL
Florida Department of Health in Glades County	1021 Health Park Drive	Moore Haven	FL
Florida Department of Health in Hendry County	1140 Pratt Boulevard	LaBelle	FL
Florida Department of Health in Highlands County	7205 South George Boulevard	Sebring	FL

Florida Department of Health in Lee County	3920 Michigan Ave	Fort Myers	FL
Florida Department of Health in Okeechobee County	1728 NW 9th Avenue	Okeechobee	FL
Florida Department of Health in Sarasota County	2200 Ringling Blvd	Sarasota	FL
Florida Gulf Coast Physical Therapy	Address: 10501 FGCU Blvd S, Fort Myers, FL 33965	Fort Myers	FL
Florida Health Care Association	307 W Park Ave #100, Tallahassee, FL 32301	Tallahassee	FL
Florida Hospital Heartland Medical Center	4200 Sun N Lake Blvd	Sebring	FL
Florida Hospital Lake Placid	1210 US-27	Lake Placid	FL
Florida Hospital Wauchula	735 S 5th Avenue	Wauchula	FL
Fort Myers Eye Surgery Center	Address: 4790 Barkley Cir, Fort Myers, FL 33907	Fort Myers	FL
Fort Myers Police Department	Address: 2210 Widman Way, Fort Myers, FL 33901	Fort Myers	FL
Frantz Eye Care	12731 New Brittany Blvd, Fort Myers, FL 33907	Fort Myers	FL
Fresenius Kidney Care	Address: 9400 Gladiolus Dr Ste 200, Fort Myers, FL 33908	Fort Myers	FL
Friendship Centers	Address: 5272 Summerlin Commons Way, Fort Myers, FL 33907	Fort Myers	FL
Genesis Rehab	Address: 12553 New Brittany Blvd #32, Fort Myers, FL 33907	Fort Myers	FL

Glades County Emergency Management	1097 Health Park Drive	Moore Haven	FL
Gladiolus Surgery Center	Address: 7431 Gladiolus Dr, Fort Myers, FL 33908	Fort Myers	FL
Greystone Health network	Address: 1550 Lee Blvd, Lehigh Acres, FL 33936	Fort Myers	FL
Gulf Coast Medical Center	13681 Doctors Way	Fort Myers	FL
Gulf Coast Village	1333 Santa Barbara Blvd	Cape Coral	FL
Harborchase of Venice	950 Pinebrook Rd, Venice, FL 34285	Venice	FL
Hawthorne Health & Rehab of Sarasota	5381 Desoto Rd, Sarasota, FL 34235	Sarasota	FL
HCR Manor Care	13881 Eagle Ridge Dr, Fort Myers, FL 33912	Fort Myers	FL
Health Park Care and Rehabilitation Center	16131 Roserush Ct	Fort Myers	FL
Health Park Medical Center and Golisano Children's Hospital	9981 S Healthpark Dr	Fort Myers	FL
Healthcare Network	1454 Madison Avenue West	Immokalee	FL
Heartland HCR	Address: 13881 Eagle Ridge Dr, Fort Myers, FL 33912	Fort Myers	FL
Heartland Healthcare & Rehab Sarasota	5401 Sawyer Rd, Sarasota, FL 34233	Sarasota	FL
Heartland North	3250 12th St, Sarasota, FL 34237	Sarasota	FL
Hendry County Emergency Management	4425 West State Road 80	LaBelle	FL
Hendry County EMS	1050 Forestry Division Rd	LaBelle	FL

Highlands County Emergency Management	6850 S George Blvd	Sebring	FL
Highlands County EMS	4500 S George Blvd	Sebring	FL
Highlands Regional Medical Center	3600 South Highlands Avenue	Sebring	FL
Home Care Connections	2201 Cantu Ct Suite 110, Sarasota, FL 34232	Sarasota	FL
Home Sweet Homes	Address: 201 Plaza Dr SUITE 102, Lehigh Acres, FL 33936	Lehigh Acres	FL
Hope Healthcare	9470 HealthPark Circle	Fort Myers	FL
Hospice of Okeechobee	411 SE 4th St	Okeechobee	FL
Intercoastal Surgery Center	3333 Cattlemen Rd	Sarasota	FL
Jacaranda Trace	3600 William Penn Way	Venice	FL
Joyful Life Assisted Living Inc.	3302 SW 1st Avenue Cape Coral, FL 33914	Cape Coral	FL
La Colonia I & II ALF	637 SE 12th Ct, Cape Coral, FL 33990	Fort Myers	FL
Lake Placid Health and Rehabilitation	125 Tomoka Blvd S, Lake Placid, FL 33852	Lake Placid	FL
Lakeshore Medical Center	1100 N Parrott Ave, Okeechobee, FL 34972	Okeechobee	FL
Landmark Hospital	1285 Creekside Blvd. East	Naples	FL
Laser and Surgery Center	12453 S Cleveland Ave, Fort Myers, FL 33907	Fort Myers	FL
Lee County Emergency Management	2665 Ortiz Avenue	Fort Myers	FL
Lee County EMS	14752 Six Mile Cypress Parkway	Fort Myers	FL

Lee County Medical Society	13770 Plantation Rd # 1	Fort Myers	FL
Lee County Port Authority	11000 Terminal Access Road	Fort Myers	FL
Lee County VA Healthcare Clinic	Address: 2489 Diplomat Pkwy E, Cape Coral, FL 33909	Fort Myers	FL
Lee Health Home Health Services	12771 Westlinks Dr #9	Fort Myers	FL
Lee Memorial Hospital	2776 Cleveland Ave	Fort Myers	FL
Legend Senior Living	Address: 2674 Winkler Ave, Fort Myers, FL 33901	Fort Myers	FL
Lehigh Regional Medical Center	1500 Lee Blvd	Lehigh Acres	FL
Life Care Center of Estero	Address: 3850 Williams Rd, Estero, FL 33928	Fort Myers	FL
Louetta Muller Emergency Planning Services	1482 Argyle Dr, Fort Myers, FL 33919	Fort Myers	FL
Loving Care Home Health	2590 Northbrooke Plaza Dr, Naples, FL 34119	Naples	FL
Magnolia Health & Rehab	1507 S Tuttle Ave	Sarasota	FL
Manor Care Health Services Sarasota	5511 Swift Rd, Sarasota, FL 34231	Sarasota	FL
ManorCare Naples	6135 Rattlesnake Hammock Rd	Naples	FL
Manorcare Fort Myers	13881 Eagle Ridge Dr, Fort Myers, FL 33912	Fort Myers	FL
Marco Island Fire Rescue	1280 San Marco Rd	Marco Island	FL
McGregor Clinic	3487 Broadway Avenue, Fort Myers, FL 33901	Fort Myers	FL
Mederi Caretenders	6150 Diamond Centre Ct suite a, Fort Myers, FL 33912	Fort Myers	FL

Medical Reserve Corp	2295 Victoria Ave, Suite 206, Fort Myers, FL, 33901	Fort Myers	FL
Millenium Home Care	8951 Bonita Beach Rd SE # 297, Bonita Springs, FL 34135	Bonita Springs	FL
Millennium Home Care	1500 Kings Highway	Port Charlotte	FL
Montgomery Eye Center	700 Neapolitan Way, Naples, FL 34103	Naples	FL
Naples Community Healthcare	2157 Pine Ridge Road	Naples	FL
Naples Police Department	355 Riverside Cir, Naples, FL 34102	Naples	FL
NCH Healthcare System	15420 Collier Blvd, Naples, FL 34120	Naples	FL
Oakbrook Health & Rehab	250 Broward Ave	LaBelle	FL
Oaks at Avon Park	1010 US-27, Avon Park, FL 3382	Avon Park	FL
Okeechobee County Emergency Management	707 NW 6th St	Okeechobee	FL
Pacifica Senior Living Palms at Fort Myers	9461 Healthpark Cir, Fort Myers, FL 33908	Cape Coral	FL
Page Rehabilitation and Healthcare Center	2310 N Airport Rd	Fort Myers	FL
Palms at Fort Myers	Address: 2674 Winkler Ave, Fort Myers, FL 33901	Fort Myers	FL
Paradise Love ALF	101 NE 9th Ct, Cape Coral, FL 33909	Cape Coral	FL
Park Center for Procedures	8255 College Pkwy #100, Fort Myers, FL 33919	Fort Myers	FL
Park Royal	6804 Porto Fino Cir, Fort Myers, FL 33912	Fort Myers	FL
Park Royal Hospital	9241 Park Royal Dr, Fort Myers, FL 33908	Fort Myers	FL
Parkside Assisted Living and Memory Care	5322 Texas Ave, Naples, FL 34113	Naples	FL

Performance Health	9500 Gulf Research Lane	Ft Myers	FL
Physicians Regional	8300 Collier Blvd, Naples, FL 34114	Naples	FL
Physicians Regional Healthcare System Pine Ridge	6101 Pine Ridge Road	Naples	FL
Pinebrook Rehab and Nursing Center	1240 Pinebrook Rd, Venice, FL 34285	Venice	FL
Preferred Care Home Health Services	Address: 5292 Summerlin Commons Way #1102, Fort Myers, FL 33907	Fort Myers	FL
Premier Surgery Center of Sarasota	2335 Tamiami Trail St STE 304		FL
Promenades Surgery Center	3222 Tamiami Trail	Port Charlotte	FL
PROMISE HOSPITAL OF FORT MYERS	3050 Champion Ring Rd, Fort Myers, FL 33905	Fort Myers	FL
Providence Family Life Center	3440 Marinatown Ln, North Fort Myers, FL 33903	Fort Myers	FL
Quality Healthcare	6940 Outreach Way, North Port, FL 34287	North Port	FL
Radiology Regional Center	Address: 3680 Broadway, Fort Myers, FL 33901	Fort Myers	FL
Raulerson Hospital	1796 US-441	Okeechobee	FL
Rehabilitation and Healthcare Center of Cape Coral	Address: 2629 Del Prado Blvd S, Cape Coral, FL 33904	Cape Coral	FL
Renaissance at The Terraces	Address: 26475 S Tamiami Trail, Bonita Springs, FL 34134	Bonita Springs	FL
Right at Home	Address: 27657 Old 41 Rd, Bonita Springs, FL 34135	Bonita Springs	FL
Riverwalk Surgery	Address: 8350 Riverwalk Park Blvd Suite 4, Fort Myers, FL 33919	Fort Myers	FL
Royalty Care Home Health Services, LLC.	Address: 12734 Kenwood Ln office 5 & 6, Fort Myers, FL 33907	Fort Myers	FL

Saint Marks Surgery Center	Address: 6820 International Center Blvd, Fort Myers, FL 33912	Fort Myers	FL
SalusCare	3763 Evans Ave.	Fort Myers	FL
San Carlos Park Fire	19591 Ben Hill Griffin Pkwy.	Fort Myers	FL
Sandy Park Dev Ctr	Address: 2975 Garden St, Fort Myers, FL 33917	Fort Myers	FL
Sarasota Bay Club	1301 N Tamiami Trail	Sarasota	FL
Sarasota County Emergency Management	6050 Porter Way	Sarasota	FL
Sarasota Medical Reserve Corps	2200 Ringling Blvd	Sarasota	FL
Sarasota Memorial Hospital	1700 S Tamiami Trail	Sarasota	FL
Sarasota Memorial Nursing and Rehabilitation Center	5640 Rand Blvd	Sarasota	FL
Sarasota Point Rehabilitation Center	2600 Courtland St, Sarasota, FL 34237	Sarasota	FL
Senior Friendship Centers	Address: 4250 Hatton Rogers Ln #7813, Fort Myers, FL 33903	Fort Myers	FL
Shellpoint	15101 Shell Point Blvd	Fort Myers	FL
Signature Healthcare	Address: 13755 Golf Club Pkwy, Fort Myers, FL 33919	Fort Myers	FL
Solaris	4000 Kings Hwy	Port Charlotte	FL
Solaris Rehab	Address: 9520 Bonita Beach Rd SE, Bonita Springs, FL 34135	Fort Myers	FL
St. Marks Surgical Center	Address: 6820 International Center Blvd, Fort Myers, FL 33912	Fort Myers	FL
Suncoast Endoscopy of Sarasota	2089 Hawthorne St #100	Sarasota	FL
Suncoast RHIO	5900 Pan American Blvd, North Port, FL 34287	North Port	FL
Suncoast Surgery Center	Address: 12731 New Brittany Blvd, Fort Myers, FL 33907	Fort Myers	FL
Sunrise	22110 Kimble Avenue	Port Charlotte	FL

Sunrise Community	Address: 919 SE 9th St, Cape Coral, FL 33990	Cape Coral	FL
Sunset Lake Health & Rehab	832 Sunset Lake Blvd, Venice, FL 34292	Venice	FL
Sunset Lake Health and Rehabilitation	832 Sunset Lake Blvd	Venice	FL
Surgery Center at St. Andrews	1350 E Venice Ave	Venice	FL
Surgery Center of SWFL	Address: 12631 Whitehall Dr, Fort Myers, FL 33907	Fort Myers	FL
Surgicare Center at Eye Center's of Florida	Address: 4101 Evans Ave, Fort Myers, FL 33901	Fort Myers	FL
The Anthurium	Address: 1835 East 12th Street, Lehigh Acres, FL 33972	Lehigh Acres	FL
The Arbor Company - Senior Living	1000 Arbor Lake Dr, Naples, FL 34110	Naples	FL
The Center for Specialized Surgery at Fort Myers	Address: 2565 Cleveland Ave, Fort Myers, FL 33901	Fort Myers	FL
The Crossings at Hancock Creek	Address: 3501 Hancock Bridge Pkwy, Fort Myers, FL 33903	Fort Myers	FL
The Ebenezer ALF	348 ROCKLAND ST, LEHIGH ACRES, FL 33972	Fort Myers	FL
The LSH Group/Omega Home	6584 Griffin Blvd Fort Myers FL	Fort Myers	FL
The Palms	Address: 2674 Winkler Ave, Fort Myers, FL 33901	Fort Myers	FL
The Springs at Lake Pointe Woods	6896, 3280 Lake Pointe Blvd	Sarasota	FL
The Springs at ShellPoint	Address: 13901 Shell Point Plaza, Fort Myers, FL 33908	Fort Myers	FL
The Terraces at Bonita Springs	Address: 26455 S Tamiami Trail, Bonita Springs, FL 34134	Bonita Springs	FL
The Village ALF	Address: 2619 Forum Blvd, Fort Myers, FL 33905	Fort Myers	FL
Tidewell Hospice	5955 Rand Blvd.	Sarasota	FL

Trilogy Home Health	Address: 9401 Corkscrew Palms Cir, Third Floor, Estero, FL 33928	Estero	FL
Tyson Eye	Address: 4120 Del Prado Blvd S, Cape Coral, FL 33904	Cape Coral	FL
Venice Regional Bayfront Health	540 The Rialto	Venice	FL
Vi at Bentley Village	850 Retreat Dr, Naples, FL 34110	Naples	FL
Village on the Isle	920 S Tamiami Trail, Venice, FL 34285	Venice	FL
Village Place Health & Rehab	2370 Harbor Blvd	Port Charlotte	FL
Vitas	4980 Tamiami Trail N #102	Naples	FL
Windsor of Cape Coral	Address: 831 Santa Barbara Blvd, Cape Coral, FL 33991	Cape Coral	FL
Winkler court	Address: 3250 Winkler Ave, Fort Myers, FL 33916	Fort Myers	FL

2.4 Organizational Structure/ Governance

Purpose

- Identify and mitigate gaps in the healthcare community’s ability to effectively respond to an incident.
- Receive and disperse funding for healthcare preparedness efforts.
- Improve overall readiness through coordination of region-wide training and exercises.
- Foster communication between local, regional, and state entities on community- wide emergency planning and response.

Membership

Membership in the Southwest Florida Healthcare Coalition shall be extended to the following Essential Partner agencies, institutions, and community-wide emergency response related disciplines located within and serving the Collier, Heartland, Lee, Suncoast counties.

Core HCC members should include, at a minimum, the following:

- o Hospitals
- o EMS (including inter-facility and other non-EMS patient transport systems)
- o Emergency Management organizations
- o Public health agencies
- o Nursing Homes

Additional HCC members may include but are not limited to the following:

- o Behavioral health services and organizations
- o Community Emergency Response Team (CERT) and Medical Reserve Corps (MRC)
- o Dialysis centers and regional Centers for Medicare & Medicaid Services (CMS)-funded end-stage renal disease (ESRD) networks

- o Federal facilities (e.g., U.S. Department of Veterans Affairs (VA) Medical Centers, Indian Health Service facilities, military treatment facilities)
- o Home health agencies (including home and community-based services)
- o Hospices
- o Infrastructure companies (e.g., utility and communication companies)
- o Jurisdictional partners, including cities, counties, and tribes
- o Local Coalitions of health care professional organizations (e.g., medical society, professional society, hospital association)
- o Local public safety agencies (e.g., law enforcement and fire services)
- o Medical and device manufacturers and distributors
- o Non-governmental organizations (e.g., American Red Cross, voluntary organizations active in disasters, amateur radio operators, etc.)

- o Outpatient health care delivery (e.g., ambulatory care, clinics, community and tribal health centers, Federally Qualified Health Centers (FQHCs), urgent care centers, freestanding emergency rooms, stand-alone surgery centers)
- o Primary care providers, including pediatric and women’s health care providers
- o Schools and universities, including academic medical centers
- o Skilled nursing, nursing, and long-term care facilities
- o Support service providers (e.g., clinical laboratories, pharmacies, radiology, blood banks, poison control centers)
- o Other (e.g., childcare services, dental clinics, social work services, faith-based organizations)

Membership Compensation

All Members are volunteers, and no Member shall be compensated for their appointment or participation as a Member. Members may be reimbursed for per diem and travel expenses incurred through the conduct of Coalition business, including participation in conferences. Authorization must be obtained from the Contracted Agency in advance of incurring expenses and expenses are compensated using State of Florida travel guidelines.

Roles and Responsibilities of the Members

To be considered active members, any agency must regularly participate in the activities of the Coalition. They will give input to the Coalition leadership on the gaps and needs for their local area and community. They will participate in communication tests and activities of the Coalition that are necessary to improve preparedness in the region. As active members, they will have access to benefits such as trainings, exercises, and funding opportunities.

Executive Council

The Executive Council shall administer the affairs of the Coalition in accordance with the vision and mission statement, objectives and purpose outlined in the charter and further defined in these bylaws. The Executive Council is responsible for the business and affairs of the Coalition and is governed by these bylaws and State and Federal regulations as set forth by the Florida Department of Health and the U.S. Department of Health and Human Services, Assistant Secretary of Preparedness and Response (ASPR) Hospital Preparedness Program (HPP) and Public Health Emergency Preparedness (PHEP) Cooperative Agreements. If called upon to play a response role by any Coalition member, the Coalition will align itself with the appropriate incident management structure in place following National Incident Management System (NIMS) principles including,

Hospital Incident Management System (HICS) and/or Nursing Home Incident Management System (NHICS).

The Executive Council of the Southwest Florida Healthcare Coalition will consist of a 5 representatives from each of the four chapters: Collier, Heartland, Lee, and Suncoast. The representatives from the chapters will be selected by members in that geographical region of that chapter. Additionally, representatives may be selected to represent specific discipline types. The Executive Council will determine which seats to add in any given year. The representatives for those seats will be selected by members of the same discipline. The Chair and the Vice-Chair will be selected by the members of the Executive Council. When possible, the Chair and Vice-Chair should represent different agency types and Chapters, and the Executive Council should include representation from at least each of the five 5 core membership types.

Each representative will serve a two-year term. If an elected representative is unable to serve the full term, a special election will be held to elect a new representative to complete the term. Two thirds of the Executive Council may vote to dismiss a representative and call for a special election for their replacement.

Additional subject-matter experts may be identified by the Executive Council as non-voting representatives. Examples may include, but are not limited to, the Regional Domestic Security Task Force, the Hospital Association, Medical Societies, etc.

Roles and Responsibilities of the Executive Council

The Executive Council is responsible for developing and approving an annual budget and work plan. The members of the Executive Council will also approve via vote the use and allocation of all Coalition funds.

The representatives for each chapter will share information with the membership. The representatives will also share information from the membership with the Executive Council.

Executive Council will conduct at least four quarterly meetings. Additional meetings will be added as necessary. The representatives will determine funding allocations, priorities, and special projects for the Coalition. The Executive Council will provide input into the contractual deliverables and activities of the Coalition. The Executive Council will also be responsible for guidance and feedback to the direct service staff of the Coalition.

Chair

In April of even years, the Executive Council will elect a Chair, special elections may be held as needed. The Chair must represent an agency that has been an active member for at least one year and the individual must have had a leadership role in the Coalition for at least six months prior to election to Chair.

Roles and Responsibilities of the Chair

The Chair or designee will have the authority to sign approval of documents, plans and deliverables that need member approval on behalf of membership. This approval should be based upon input from the membership and leadership. The Chair will work with the Contracted Agency to develop the agendas for and conduct the Executive Council meetings. The Chair or designee will have the authority to activate the Coalition operations plan and call emergency meetings.

The Vice Chair shall preside over meetings in the absence of the Chair; serve as the liaison to outside agencies at the direction of the Chair; and perform other duties assigned by the Chair. If the Chair is unable to complete their duties or resigns, the Vice Chair will become the Chair for the remainder of the term. A new Vice Chair would then be elected by the Executive Council.

Contracted Agency

The Contracted Agency is the contract signatory with the Florida Department of Health (FDOH) for the Healthcare Coalitions. The Contracted Agency is awarded the contract that provides the primary funding and authority for Coalitions through a process administered by FDOH.

Roles and Responsibilities of the Contracted Agency

The Contracted Agency provides policy, fiscal, administrative, and direct service support.

Policy

The Contracted Agency is the contract holder for the healthcare Coalitions with the Florida Department of Health. As such, they are often the primary point of contact for the state-level FDOH. The Contracted Agency will regularly share information from the state with the Executive Council.

As the contract holder, the Contracted Agency has the responsibility to ensure that all federal and state laws, contract terms and local Coalition bylaws and policies as voted upon by the members,

are followed. Whenever possible, the Contracted Agency will consult with other members of the Florida Healthcare Coalition Taskforce on areas of uncertainty. However, the Contracted Agency will not have a vote on Coalition priorities or any content-related decisions.

Fiscal

The Contracted Agency will manage all Coalition funds received through the FDOH contract. The Contracted Agency may also manage additional funds upon request of the Executive Council. The Contracted Agency will process all approved Coalition-related funding requests, invoices and reimbursements in a timely manner as directed by the Executive Council. The Contracted Agency will provide the Executive Council and Chapter Coalition Leadership Committees with budget and expenditure reports monthly. The Contracted Agency will meet all state and federal auditing and reporting requirements.

Administrative

The Contracted Agency will provide administrative support to the Southwest Florida Healthcare Coalition including:

- meeting coordination and facilitation
- maintenance of the Coalition website
- maintenance of contact and distribution lists for the members
- sharing of information through e-mails and other methods as requested by any of the aforementioned parties
- creation and retention of agendas, minutes, and other meeting materials
- general administrative support

Direct Service

The Contracted Agency will ensure the completion of the deliverables. The Direct Service Staff of the Contracted Agency will be responsible to undertake the projects and activities necessary to meet the deliverables of the contract in a timely manner, including state meetings and calls, as well as additional activities to fulfill the mission of the Coalition as guided by the Executive Council. The activities of the Direct Service Staff will be driven by the contract and state and federal

requirements and regulations and will be guided by the direction and evaluation of the Executive Council. The direct service staff will work to ensure that the voice of the members is included in all activities, processes, and documents.

Regular Meetings

In order to ensure clear communication between all and provide adequate time for discussion, planning and information sharing, membership meetings will be held at least quarterly. At least one meeting for each chapter will be held each fiscal year.

All meetings are open to the public.

Each meeting shall follow a predetermined agenda, which shall be made available to the Membership prior to the meetings. Whenever possible, the meeting schedule with location information will be posted on the Coalition website for at least the next two quarters. All agendas will include an open forum period. Minutes of the meetings shall be taken by the contracted agency and retained for a period of not less than six years.

Minutes will be posted on the Coalition website within 30 days after the meeting.

Work Groups

Working groups dedicated to specific topics, deliverables, or agency types may be established by the Executive Council at any time. Work group membership and meetings will be determined based upon the needs and the function of the group. The Executive Council will review the functionality and purpose of the work groups and adjust as needed. The Executive Council shall encourage the use of Subject Matter Experts (SME's) in committees, work groups and decisions whenever possible.

Special Meetings

Special meetings may be held upon call of the representatives or the contracted agency as necessary to complete the mission of the Coalition. Written notice will be given to each representative prior to the proposed meeting stipulating the time, place, and objective of the meeting. Additional meetings will be held via teleconference or other technology to reduce time and travel required.

Quorum

The quorum for any meeting that includes a vote will be a majority of voting representatives.

If quorum has not been met, any votes must take place electronically, following the meeting.

Voting

Voting by the Executive Council is restricted to the elected representatives. Each representative will receive one vote. Voting may occur in person, by conference call or by electronic means, as long as a quorum is established. All votes excepting bylaw revisions will require a simple majority of the representatives.

Conflict of Interest

A member who has a direct agency or personal interest in any matter before the Coalition shall disclose his/her interest prior to any discussion of that matter by the Coalition.

2.5 Risk

A healthcare system HVA is a systematic approach to identifying hazards or risks that are most likely to have an impact on the demand for health care services or the health care delivery system's ability to provide these services. The SWFHCC defines, identifies, and prioritizes risks, in collaboration with the ESF-8 lead agency, by conducting assessments or using and modifying data from existing assessment for healthcare readiness purposes. These assessments help the Coalition to determine resource needs and gaps, identify individuals who may require additional assistance before, during, and after an emergency, and highlight applicable regulatory and compliance issues. The Coalition uses the information about these risks and needs to inform training and exercises and to prioritize preparedness strategies.

The SWFLHCC completed an HVA in 2022, which is attached here. The process included the involvement of members such as emergency management, emergency medical services, hospitals, public health, nursing homes, clinicians, and others. The plans were designed to align with county government plans and the ESF-8 structure whenever possible. The HVAs are updated annually as described in the timeline in section 1.3 above. The final HVAs was approved by member vote prior to inclusion in the preparedness plan.

<https://www.hpcswf.com/wp-content/uploads/2021/05/2021-Hazard-Vulnerability-and-Gap-Ranking.pdf>

2.6 Gaps

In the SWFHCC's gap analysis process, the members of the SWFHCC have compared available resources with current risks in order to identify gaps and inform prioritization of coalition activities, such as preparedness initiatives and the purchase of additional coalition resources. As outlined in Section 1.3 Administrative Support above, review of the gaps is conducted annually and any newly

identified gaps will be incorporated into the work plan for each upcoming year. The gap analysis for Region 6 can be accessed below. The Gap analysis and the HVA are included in the same document.

<https://www.hpcswf.com/wp-content/uploads/2021/05/2021-Hazard-Vulnerability-and-Gap-Ranking.pdf>

2.7 Compliance Requirements/ Legal Authorities

The SWFHCC has a contract through the Florida Department of Health under the authorities of sections 252.35(2)(a) 3 and 381.0011(7) of the FL statutes.

According to the contract, the Health Care Coalition (HCC) is “A group of individual health care and response organizations in a defined geographic location. HCCs play a critical role in developing and sustaining health care delivery system preparedness, response and recovery capabilities and serve as a support partner in coordination with ESF8 activities” (Attachment I). Emergency Support Function 8, or ESF8, is “One of 18 Emergency Support Functions that comprises the State Emergency Response Team described in the State of Florida Comprehensive Emergency Management Plan. The Department [of Health] is the lead agency for ESF8 in Florida” (Attachment I).

3. Coalition Objectives

3.1 Maintenance and Sustainability

To meet Capability 1, Objective 5, Activity 1, the Southwest Florida Healthcare Coalition, with support from its healthcare organization members, collaboratively plans for all-hazards emergencies by promoting intra-regional cooperation and sharing of resources. The SWFHCC works to identify and mitigate gaps in the healthcare community’s ability to effectively respond to an incident. The Coalition also receives and disperses grant funding to members to assist in their healthcare preparedness efforts. The SWFHCC improves overall readiness through the coordination of region-wide training and exercises. Finally, the coalition fosters communication between local, regional, and state entities on community-wide emergency planning and response. The SWFHCC has leaders who serve as primary points of contact to promote preparedness and response needs to community leaders. Members have shared responsibility to ensure the HCC has visibility into their activities in the region. Members attend meetings at least quarterly and provide general updates. Members are regularly surveyed using tools such as Survey Monkey. Members have the opportunity to submit quarterly funding requests to requests goods or services to help fill gaps in their particular areas. After exercises and real-life events, SWFHCC members participate in AAR/IP

processes. The SWFHCC provides trainings and workshops for members. Each SWFHCC and its chapters also maintain websites to provide updates and resources to members.

In order to promote sustainability of the healthcare coalition (Capability 1, Objective 5, Activity 5), the SWFHCC partners with agencies and members throughout Region 6. The coalition strives to find ways to promote greater community effectiveness and organizational and financial stability. The SWFHCC receives in-kind donations greater than or equal to 10 percent of federal funding. This consists of time, resources, financial support, and continued engagement with HCC members and the community. The coalition gathers information about other community resources, training opportunities and preparedness activities to share with members and the community to ensure these resources are used broadly to improve preparedness in Region 6. These resources are shared at meetings, through e-mails and on the Coalition website. The coalition encourages the creation and strengthening of community relationships amongst members to increase effectiveness.

The SWFHCC has a multi-level approach to facilitating the sharing of leading practices and lessons learned between member agencies (Capability 1, Objective 4, Activity 6). Member discussion is a core component of the quarterly or bi-monthly member meetings. Additionally, coalition leadership shares information at state meetings and brings additional information back to share. For example, the Lee held an AAR/IP workshop to assist members in analyzing their agency's response to Hurricane Irma, problem-solving and sharing best practices, and then developing plans to improve future responses. This information was shared across the region and at the state level. On the coalition website, information such as templates, presentations, minutes from coalition meetings, and links to tools is available to members and the community at large. The website is updated regularly to include new information as it becomes available. Members who attend conferences and workshops are encouraged to share their newly-acquired knowledge with the membership upon their return. The coalition regularly shares information from the federal, state and local level via email in order to increase member knowledge and improve capabilities. For example, during the COVID-19 crisis the SWFHCC provided daily updates on valuable information for the membership.

3.2 Engagement of Partners and Stakeholders

3.2.1 Health Care Executives

The SWFHCC engages many area healthcare executives, including those of local hospitals, ambulatory surgical centers, physical therapy providers, skilled nursing facilities, assisted living facilities, home care providers, hospice providers, federally qualified healthcare providers, behavioral health providers, dialysis providers, medical equipment providers and more. Each chapter of the SWFHCC communicates the direct and indirect benefits of coalition membership to healthcare executives to advance their engagement in preparedness and response. Direct

benefits can include receiving funding for preparedness and response projects. Other benefits include, but are not limited to, networking opportunities, connecting with community partners, developing needed memoranda of agreement or understanding, sharing best practices, professional development opportunities, and taking a more active role in the community, all of which help organizations to better meet their own missions and to better serve clients.

3.2.2 Clinicians

The SWFHCC engages health care delivery system clinical leaders to provide input, acknowledgement, and approval regarding strategic and operational planning. Clinicians from a variety of settings, such as local health departments, hospitals, surgery centers, skilled nursing facilities, assisted living facilities, dialysis facilities, home health providers, hospice care providers, behavioral health providers, and emergency medical services, regularly attend meetings, give trainings and provide subject matter expertise regarding coalition plans and activities. Furthermore, clinicians have been and will continue to be involved in training, exercises, and education.

3.2.3 Community Leaders

The SWFHCC engages community leaders to promote greater community effectiveness and organizational and financial stability. The Coalition's membership includes representatives from emergency management, fire departments, emergency medical services, health departments, law enforcement agencies, local school districts, the American Red Cross, the Salvation Army, local medical reserve corps, local medical societies, local Area Agency on Aging offices, and others. These community leaders donate time, resources and financial support by attending meetings, participating in trainings, providing education, and providing meeting spaces and materials for coalition activities.

3.2.4 Children, Pregnant Women, Seniors, Individuals with Access and Functional Needs

The SWFHCC and its members have conducted inclusive planning for the whole community with agencies representing children; pregnant women; seniors; individuals with access and functional needs, such as people with disabilities; individuals with pre-existing, serious behavioral health conditions; and others with unique needs. Members planning for the needs of these populations, such as hospitals, skilled nursing facilities, assisted living facilities, and behavioral health providers, regularly attend meetings and contribute to planning processes that are inclusive of all community members. Recently, there has been a great deal of focus on Special Needs Shelters. The planning, organization and activities of these shelters help to ensure that the needs of all community members are met before, during and after an emergency. After Hurricane Irma, each of the chapters of the SWFHCC analyzed the planning processes, operations, and closing procedures of the Special Needs Shelters in their areas.

Healthcare coalition members who coordinated Special Needs Shelter operations, those who actually staffed the shelters, and members from other agencies who worked with the shelters to meet the unique needs of those staying at the shelters were all part of the AAR/IP process. An analysis of Special Needs Shelters processes was completed and areas for improvement were identified. Stakeholders at the local level, regional level, and state level are all working to improve these processes. Each chapter has allowed for funding requests to be submitted in case additional resources, supplies, and equipment are needed to help improve the operations of local Special Needs Shelters.

4. Workplan

The SWFHCC coalition developed a five-year workplan which covers the dates of October 1, 2017 through June 30, 2022. The workplan is based on the capabilities and the state contract, and letters of concurrence were gathered from the chapter chairs when the initial workplan was completed.

The workplan will be updated both according to the timeline in Section 1.3 Administrative Support above and in response to the preparedness plan. The updated workplan was approved by the Executive Council.

The workplan can be accessed at the following link:

<http://www.hpcswf.com/wp-content/uploads/2018/03/Project-Period-Workplan.xlsx>