



FLORIDA DEPARTMENT OF HEALTH
OFFICE OF INSPECTOR GENERAL

READINESS, SECURITY, AND INVENTORY CONTROLS OF
THE DEPARTMENT'S MOBILE MEDICAL TREATMENT
CENTERS

Report # R-1819DOH-002 • September 21, 2018

Purpose of this project:

Review and evaluate the Department of Health's (Department, DOH) Mobile Medical Treatment Centers (Trailers) to determine whether:

- Responders are ready for immediate activation and deployment.
- Mobile equipment and related inventory are appropriately secured.

What we examined:

- Procedures and controls for related processes that include:
 - Activating and deploying responders;
 - Contracts; and
 - Security, inventory, maintenance, drills, and exercises of the Trailers.
- Trailers and related inventory.

Summary of Results:

The Bureau of Preparedness and Response (Bureau) has established procedures and controls to activate and deploy responders. The Trailers and related inventory were well secured and constantly monitored. Each appeared in generally good condition.

Management should address an identified control weakness:

- The Bureau had not developed written procedures specific to the maintenance and deployment of the Trailers.

Additional details follow below.

BACKGROUND

State law¹ authorizes the Department to manage and coordinate public health related emergency preparedness and disaster response functions.

Bureau staff have the responsibility to ensure systems and personnel are available to effectively manage all hazards. This includes the coordination, identification, recruitment, registration, and credentialing² of resources that may be deployed in an incident of public health significance.

Responders have up to 24 hours to deploy from their home area once the Bureau has sent the order.

¹ Section 381.001(7), *Florida Statutes*

² The administrative process of validating personnel qualifications and providing authorization to perform specific functions during an incident.

As certain types of health and medical responders are not readily available within the Department, contracts are maintained with external organizations for pools of personnel and supporting tangible resources to serve in these response roles, including pre-hospital, clinical, and fatality management.

The Bureau identifies three response resource regions (north, central, and south) within the State. The Bureau maintains a Trailer for each of these regions. The Trailers were manufactured by Western Shelter Systems as Field Hospital Support Trailers. The Trailers each include six packed “coffins” of shelters (or tents). The shelters are known as Gatekeepers. The Trailers and inventory were contracted to be the responsibility of the State Medical Response Teams prior to July 2017. The Bureau assumed direct responsibility for the Trailers and inventory effective July 1, 2017. The Trailers do not store pharmaceuticals, but may stock them during a deployment. The Trailers were purchased in approximately 2006, but have never been deployed for an actual event.

DETAILED RESULTS AND RECOMMENDATIONS

Our review identified the following opportunity to improve effectiveness and efficiencies in operations:

1. The Bureau had not developed written procedures specific to the maintenance and deployment of the Trailers.

- The Bureau maintains *Responder Management Standard Operating Procedures (SOP)*, dated May 2016. Bureau staff explained the SOP is in the process of being updated. Each Trailer included a binder of manufacturers’ operating manuals for the various accessories (e.g., shelters, refrigerator, awnings, generators, et al.).
- The Bureau did not have written procedures that address various topics related to the Trailers and related inventory:
 - Routine maintenance of the Trailers.
During our inspection, the Central Florida Trailer had a “low tire”. A ceiling tile was also missing. The South Florida Trailer was missing a cover plate from an electrical switch.
 - Routine maintenance and checks of the equipment, including the refrigerator, air conditioning systems, fire extinguishers, and other equipment, to verify all remain in good working condition.
 - A log was not maintained to document tests of the equipment. Management explained a contract was being developed with a vendor for maintenance of the generators for each of the Trailers.
 - The Trailers each have six portable air conditioner units (units) that can be used in the shelters (three have another stacked on top, for a total of six). The process for correctly and safely unloading and unstacking the units was not documented in a written procedure. Staff responsible for the Trailers was unable to correctly describe, during our inspection, how the units would be unloaded and put in operation.
- Documentation was not maintained of routine quarterly, annual, or other periodic drills/exercises performed to test and document the time it takes to stand-up and locate from the exact time an order to activate is received.

- Internal Operating Procedure (IOP) 5-2-16, *Policies and Procedures Management*, reinforces “...policies and procedures are critical to the successful functioning of the Department.” The IOP defines a procedure as a “written directive describing approved steps for the performance of a particular act or sequence of acts. Procedures provide direction for implementing agency operations.”
- During this review the Bureau was working to develop written procedures required for the Trailers.

We recommend the Bureau of Preparedness and Response complete written procedures that address topics related to maintenance and deployment of the Trailers and their inventory stock. The procedures should also address requirements for documenting routine maintenance, i.e., maintenance logs.

SUPPLEMENTAL INFORMATION

Section 20.055, *Florida Statutes*, charges the Department’s Office of Inspector General with responsibility to provide a central point for coordination of activities that promote accountability, integrity, and efficiency in government.

Mark H. Boehmer, CPA, Director of Auditing conducted the review under the supervision of Michael J. Bennett, CIA, CGAP, CIG, Inspector General.

Our methodology included a review of applicable law, policies, and procedures; interviews with Central Office management and staff regarding their processes and procedures; and an inspection of the Trailers and related inventory.

This project was not an audit, as industry-established auditing standards were not applied. Internal Audit Unit procedures for the performance of reviews were followed and used during this project.

We want to thank management and staff in the Department’s Bureau of Preparedness and Response for the information and documentation provided, and for their cooperation throughout the project.

Copies of all final reports are available on our website at www.floridahealth.gov (search: internal audit). If you have questions or comments, please contact us by the following means:

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APPENDIX A: MANAGEMENT RESPONSE

	Recommendation	Management Response
1.1	<p><i>We recommend the Bureau of Preparedness and Response (Bureau) complete written procedures that address topics related to maintenance and deployment of the Trailers and their inventory stock. The procedures should also address requirements for documenting routine maintenance, i.e., maintenance logs.</i></p>	<p>We concur.</p> <p>The Bureau has placed maintenance and run time logs in every Trailer. The Bureau is in the process of identifying a vendor in North, Central and South Florida to provide annual and periodic maintenance and service checks on the Trailers. The Bureau is also currently in the process of writing standard operating procedures for the deployment of the Trailers.</p> <p><i>Contact:</i> Christie Luce, Chief Bureau of Preparedness and Response <i>Anticipated Completion Date:</i> November 30, 2018</p>