

Local Health Department Coalition Development Tools

This page includes information and tools to assist local health departments establish, participate in, and maintain local or regional public health preparedness coalitions or networks.

“The Healthcare Coalition is a collaborative network of healthcare organizations and their respective public and private sector response partners that serve as a multi-agency coordinating group to assist with preparedness, response, recovery, and mitigation activities related to healthcare organization disaster operations.” -- *Healthcare Preparedness Capabilities: National Guidance for Healthcare System Preparedness*

“Strong and resilient Healthcare Coalitions are the key to an effective state and local ESF #8 response to an event-driven medical surge.”
---*ASPR National Guidance for Healthcare System Preparedness January 2012*

Coalition planning and development plays a major role in the Office of the Assistant Secretary for Preparedness and Response (ASPR) Hospital Preparedness Program (HPP) healthcare system preparedness capabilities as well as 2012-2013 funding criteria and performance measures. Coalitions are also an important element in the CDC Office of Public Health Preparedness and Response, Public Health and Emergency Preparedness (PHEP) cooperative agreement.

ASPR guidance focuses on collaborative planning using healthcare coalitions to represent healthcare organizations during preparedness efforts. Public health is an essential partner in this collaboration. Public health agencies are intended to be a part of collaborative planning process and formation of coalitions.

Coalitions are a vital resource in all capabilities and functions and play an important role throughout all phases of a disaster.

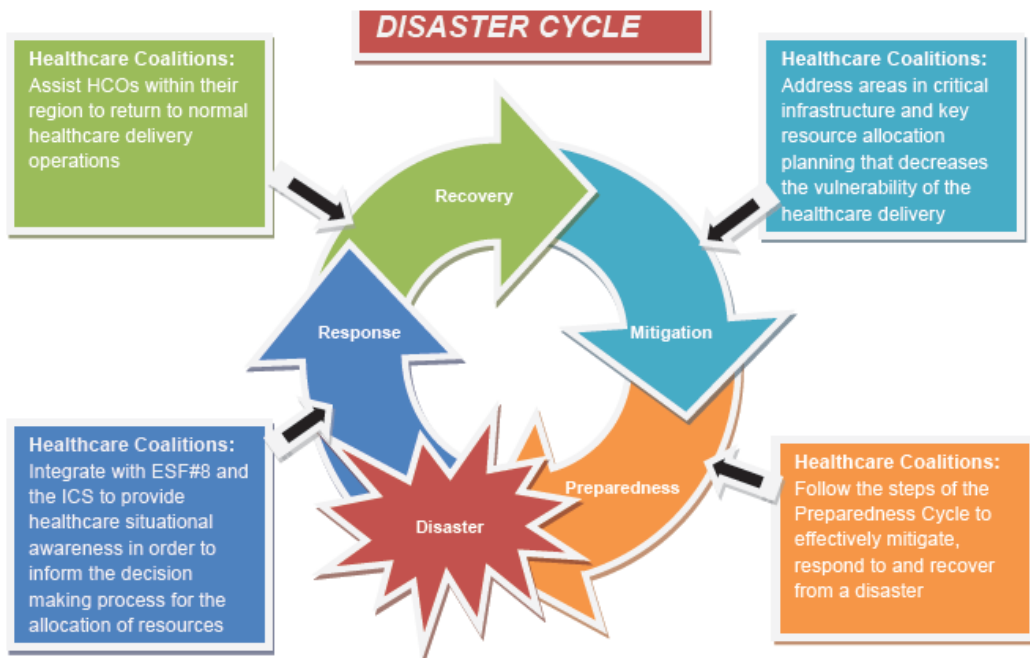


Figure 1: The Healthcare Coalition during Disaster

From: *Healthcare Preparedness Capabilities – National Guidance for Healthcare System Preparedness January 2012, page xv.*

The table below depicts the key alignment areas of Federal Capability Coalition Functions between HPP and PHEP.

Hospital Preparedness Program			Public Health Emergency Preparedness	
Capability	Function		Capability	Function
1: Healthcare System Preparedness	1: Develop, refine, or sustain Healthcare Coalitions		1: Community Preparedness	2: Build community partnerships to support health preparedness 3: Engage with community organizations to foster public health, medical, and mental/behavioral health social networks
10: Medical Surge	1: The Healthcare Coalition assists with the coordination of the healthcare organization response during incidents that require medical surge		10: Medical Surge	1: Assess the nature and scope of the incident Resource Element P4: Written plans should include processes to engage in healthcare coalitions and understand the role that each coalition partner will play to obtain and provide situational awareness

Many Florida county health departments and partner organizations are experienced in building and participating in coalitions. The following are key resources and tools that may assist in the development and sustainment of coalitions.*

Coalition Guidance

Regardless of the threat, an effective medical surge response begins with robust hospital-based systems and effective Healthcare Coalitions to facilitate preparedness planning and response at the local level. --- *National Guidance for Healthcare System Preparedness January 2012*

[Healthcare Preparedness Capabilities: National Guidance for Healthcare System Preparedness](#) – This guidance will assist healthcare systems, coalitions, and organizations through their health departments to develop annual and long-term preparedness plans to guide their preparedness strategies and investments. This guidance will be refined over time as emerging evidence becomes available. (See Introduction and Capability 1.) U.S. Department of Health and Human Services (HHS) Office of the Assistant Secretary for Preparedness and Response (ASPR) January 2012.

[Medical Surge Capacity and Capability: A Management System for Integrating Medical and Health Resources During Large-Scale Emergencies](#) – Known as the MSCC handbook, this document describes a systematic approach for managing the medical and public health response to an emergency or disaster. (See Chapter 3 Management of the Healthcare Coalition) HHS, ASPR Second Edition, September 2007.

[Medical Surge Capacity and Capability: The Healthcare Coalition in Emergency Response and Recovery](#) - A companion to the *Medical Surge Capacity and Capability: A Management System for Integrating Medical and Health Resources During Large-Scale Emergencies*. The purpose of the document is to provide guidance to healthcare planners on

how to develop, implement, and maintain cost-effective and response-oriented healthcare Coalitions. HHS, ASPR May 2009.

[University of South Florida Community Disaster Preparedness Coalition Learning Center](#)

– A coalition development program to help Florida counties develop the knowledge, skills, and abilities to organize or strengthen a Community Disaster Preparedness Coalition. USF Health, College of Public Health, Center for Leadership in Public Health Practice.

Coalition Building

“While certainly not a new concept, building relationships with multi-organizational partnerships and coalitions is an exemplary organizing technique to ensure the involvement of a wide range of local community members.” --- *FEMA Whole Community Approach to Emergency Management*

[CADCA](#) – The Community Anti Drug Coalitions of America has numerous resources including handbooks, technical assistance manuals, podcasts, and Webinars on developing, maintaining and measuring the effectiveness of coalitions. Start on the Resources & Research page. In the Search box in the middle of on the left hand side bar search the section “By Coalition Resources” for your interested topic.

[Coalition-Building Toolbox](#) – The EMSC (Emergency Medical Services for Children) National Resource Center webpage with information and links to resources for coalition building.

[Coalitions Work](#) – A consulting group that provides, tools, resources, research, education, consultation, and technical assistance to “help coalitions and partnerships reach their potential to be a force for positive change in the health of their communities.” A variety of tools and resources are available free on their website.

[Coalitions State and Community Interventions](#) - CDC Best Practices User Guide focuses on the critical role coalitions play in a comprehensive tobacco control program but has general information that may be useful in planning and organizing a coalition.

[Community How to Guide on Coalition Building](#) – Developed for establishing a coalition to address underage drinking, this document contains information and steps for bringing together a diverse group of people in pursuit of a common goal. National Highway Traffic Safety Administration March 2001.

[Creating Collaborative Solutions](#) – Tools and resources on coalition building from Tom Wolff & Associates. Includes free coalition building tip sheets and links to articles and other resources

[NACCHO \(National Association of County & City Health Officials\) Community Engagement](#) – Select the headings under Community Engagement for information and tips for local health departments on coalitions and working with partnerships. Go to the “Toolbox” and search for tools and resources submitted by local, state and federal agencies, academic institutions, and other stakeholders.

[Prevention Institute - Coalition Building](#) – Non-profit Institute Webpage with resources, strategies, tools and publications, for the fundamentals on Coalition Building. Check out

resources such as Developing Effective Coalitions: An Eight Step Guide; Collaboration Multiplier; and Tension of Turf: Making it Work for the Coalition.

[Strengthening Emergency Response through a Healthcare Coalition](#) – A NACCHO toolkit for local health departments. The toolkit provides background knowledge, tools, and resource information documented by Public Health-Seattle & King County in its effort to support the development of the King County Healthcare Coalition.

[The Community Tool Box, Chapter 5 Choosing Strategies to Promote Community Health and Development](#) - See Sections 5 and 6 on starting and maintaining a coalition. University of Kansas Work Group for Community Health and Development.

Coalition Models in Florida

“In the event of a disaster or public health emergency, individual agencies and hospitals cannot always act alone effectively. To provide a collaborative, comprehensive system of planning and response, a healthcare emergency response coalition (HERC) is needed.” --- *Establishing a Healthcare Emergency Response Coalition, by Jay Lee, Thomas W. Cleare, and Mary Russell*

[BRACE – Be Ready Alliance Coordinating for Emergencies](#) - BRACE is assigned a seat at the Escambia County Emergency Operations Center (EOC), allowing the organization to serve as a link with partner organizations throughout the community during an emergency, ensuring coordination of effort, minimizing duplication, and addressing gaps in service.

[Broward County Health Department Community Coalitions](#) - The Broward County Health Department has a leadership in coordinating, hosting and providing guidance to a diverse group of community coalitions. The Broward County Healthcare Coalition is a model of a multidisciplinary partnership.

[Broward County Healthcare Coalition \(BCHC\)](#) - The mission of the coalition is to develop and promote effective collaboration, planning, training, exercises, response, recovery and mitigation within the healthcare industry and for the residents and visitors in Broward County. The coalition is made up of Broward county hospitals, municipalities, county health department, and other health and medical partners.

[Collier County Health Department – Smart Growth Coalition](#) - The Smart Growth Coalition consists of interested citizens, governmental agencies along with public and private organizations who believe a community's growth can be better planned for a healthier, more livable and sustainable infrastructure. Our mission is to enhance the health, safety and welfare of our community through increasing awareness of responsible growth.

[Florida Health Care Coalition](#) – Consortium of Orlando are private and public employers with the goal to improve quality of health care while reducing costs.

[Healthcare Emergency Response Coalition of Palm Beach County \(HERC\)](#) - The mission of the HERC is to develop and promote the healthcare emergency preparedness, response and recovery capability of Palm Beach County, Florida.

Leon County Healthcare Providers Disaster Coalition - The mission of the coalition is to develop and promote the emergency preparedness and response capabilities of the healthcare providers in Leon County through collaboration of all healthcare provider facilities and associated agencies and through the establishment of a formal Memorandum of Understanding.

Miami-Dade County Hospital Preparedness Consortium (MDCHPC) - A multi-disciplinary group established in March 2006 to assist the county in articulating strategic priorities and overseeing the development and execution of the county's operational response to healthcare emergencies. Sponsored by the Miami-Dade County Health Department.

Sarasota Community Organizations Active in Disaster (COAD) – The COAD advocates for and promotes a coordinated countywide disaster preparedness planning initiative. The COAD works year-round to encourage relationships, engage community leaders, and prepare for an all-hazard response.

Coalition Models in Other States

“Whether responding to an immediate surge of patients or a contagion, or mitigating the impacts of winter weather, we have the relationships, systems and plans needed to ensure a coordinated regional response to any crisis.” --- *King County Healthcare Coalition*

Berrien County Health Department 5th District Medical Response Coalition - A group of agencies joined together to ensure a coordinated medical response in the event of an emergency. This coalition consists of over 80 members from Emergency Management, Hospitals, EMS, Public Health, and other Public Service Agencies. Berrien County Michigan.

Hampshire Public Health Preparedness Coalition - The coalition seeks to enhance preparedness planning and response for public health. They pursue a coordinated, all hazards, cooperative public health strategy that encourages 19 member Massachusetts communities to combine enhanced regional and local planning, resource sharing, innovative training, and realistic, capabilities-based exercises to strengthen local communities.

Healthcare Coalition of Texas - A member-led organization representing 14 community-based hospitals and healthcare systems. The group shares knowledge, adopts best practices, and collaborates on innovative programs to improve overall performance.

King County Healthcare Coalition - A network of healthcare organizations and providers working together to strengthen emergency preparedness and response. The coalition is a voluntary organization open to all organizations and individuals that provide or support health care services in King County. The coalition is administered by Public Health – Seattle & King County.

King County Vulnerable Populations Action Team (VPAT) - The team coordinates countywide preparedness efforts with a wide variety of community partners. The team includes a diverse cross section of staff with public health expertise in vulnerable populations, preparedness and infectious diseases.

Spokane Regional Health District – Region 9 Health Care Coalition - A Washington state coalition that works to strengthen the emergency preparedness and response planning for all

aspects of health care. The coalition is a group of 250+ volunteers who work in healthcare across the region.

Rural Coalition Resources

“Rural areas face unique issues and challenges...But that makes them ideal for developing innovative solutions and creating models that can be replicated elsewhere. As rural communities forge these systemic improvements, they set an example for the delivery of high quality health care regardless of where one lives across the United States.” --- *HRSA Administrator Mary Wakefield, Ph.D., R.N.*

[Health Care Collaborative of Rural Missouri](#) – The collaborative mission is to provide leadership in securing comprehensive services across the continuum of care through collaborations with network partners.

[NACHHO Promising Practice](#) – Coordination of Local Healthcare Delivery for Smaller Rural Counties. An annex to the Oklahoma Emergency Operations Plan targeting Creek and Pawnee County Health Departments.

[Standing Together – An Emergency Planning Guide for America’s Communities](#) – This guide provides guidance on the emergency management planning process applicable to small, rural, and suburban communities. It stresses the importance of partnerships and collaboration. The Joint Commission 2005.

Reports and Evaluations

“Healthcare coalitions are defined as a “single functional entity” of healthcare facilities and other healthcare assets to organize and implement the mitigation, preparedness, response, and recovery actions of medical and healthcare providers in a jurisdiction’s healthcare system.” --- *From Hospitals to Healthcare Coalitions*

[A Survey of Hospitals to Determine the Prevalence and Characteristics of Healthcare Coalitions for Emergency Preparedness and Response](#) – Center for Biosecurity of UPMC Volume 10, Number 3 August 2, 2012.

[From Hospitals to Healthcare Coalitions: Transforming Health Preparedness and Response in Our Communities](#) – Report on the Hospital Preparedness Program End-of-year 2007-2009 Reporting Periods. US HHS ASPR.

[Healthcare Coalitions Case Studies and Examples](#) – Best Practice Case Studies and links to coalitions in Michigan, Illinois, Washington State, Virginia, and Kentucky. Kansas Department of Health and Environment October 2012.

[Healthcare Coalitions: The New Foundation for National Healthcare Preparedness and Response for Catastrophic Health Emergencies](#) – Includes information on structure and functions, examples of more developed coalitions, challenges, and more. Center for Biosecurity of UPMC 2009.

[The Healthcare Facilities Partnership Program and Emergency Care Partnership Program Evaluation Report](#) – Review and evaluation of programs funded through competitive grants in FY2007-2008. The goal of the evaluation was to assess the effectiveness, efficiency, and impact of the partnership programs for the purpose of informing future funding and support for the development of healthcare partnerships. One of the programs reviewed was the Broward County Healthcare Coalition. Center for Biosecurity of UPMC January 2010.

*Links to resources outside the Florida Department of Health are provided for information only. Their inclusion does not constitute endorsements by the department. The department is not responsible for content on any linked website. All attempts have been made to link to reliable sources, but sites and URLs are subject to change or have technical malfunctions without warning.