



STATE OF HAWAI'I
DEPARTMENT OF HEALTH
PUBLIC HEALTH PREPAREDNESS

STRATEGIC PLAN
(2012 - 2017)



**Building, Sustaining, and Enhancing
Public Health Capabilities**



Forward

Certain events of the past 20 years—Sarin gas attacks in Japan, Anthrax and Salmonella attacks in this country, and influenza outbreaks throughout the world, to name only a few—have dramatically altered the notion of public health preparedness here in the United States. Other events such as Hurricane Katrina remind us that rigorous involvement of public health agencies is absolutely vital to effective emergency management.

Increasing population, the ease with which toxins and pathogens can be introduced and carried, and their virulence or persistence will complicate what are already clear and present dangers to public health. Indeed, natural and human-caused disasters appear to be increasing in frequency and severity. Despite many medical, health, and other system enhancements, we have no reason to believe that preparing for public health emergencies will get any easier. Those who now prepare for these threats appear to be working much harder than before.

As local protectors of public health, we face what appears to be an increasingly critical choice. We can attempt to keep pace with rapid and vast federal program development, which we have been unable to do thus far, or we can develop and maintain a set of fundamental preparedness capabilities in order to do what we can and do it well.

After much deliberation, we believe now is the time for dramatic program change to establish a basic level of public health preparedness that we all need and want. Federal programs now allow, if not encourage, pragmatic evolution of state and local capabilities, starting with the most basic. Thus, a theme for a five-year strategic plan has emerged that sets forth a practical, measured, and adaptive approach to prepare for disaster: establish and maintain a core set of public health preparedness capabilities.

This strategic plan is the product of several meetings with internal and external program stakeholders over the course of several months in 2012. It presents six goals for a new Hawai'i Department of Health (HDOH) Public Health Preparedness (PHP) program to achieve by 2017. It recognizes the many achievements in public health preparedness we have made to date, maintains our shared commitment to sustain the most important capabilities, and envisions responsible development of new capabilities.

HDOH and our partners in preparedness understand that significant program challenges lie ahead—including subsequent disaster events, recovery from the current economic downturn, and future economic downturns. Nevertheless, we believe that there is no better time than now to define, build, maintain, and evolve our most essential disaster response capabilities.



Contents

Mission.....	1
Vision	1
Overarching Strategy	1
Goal: Improve HDOH Department Operations Center capability	1
Goal: Develop an all-hazard emergency response plan	2
Goal: Promote a culture of public health preparedness	2
Goal: Effectively sustain existing capabilities while continuing to build new ones.....	3
Goal: Ensure counties develop a standard set of core competencies and capabilities.....	3
Goal: Engage stakeholders in a public health advisory committee	3
Implementing and Maintaining this Plan	4
Appendix A: HDOH Strategic Planning Worksheet, September 6, 2012.....	A-1



Acronyms

CDC	Centers for Disease Control and Prevention
DOC	Department Operations Center
EOP	Emergency Operations Plan
HDOH	State of Hawai'i Department of Health
NIMS	National Incident Management System
PHP	Public Health Preparedness



To best mitigate and prepare for public health disaster, the State of Hawai'i Department of Health (HDOH), has created a Public Health Preparedness (PHP) program and has adopted the following five-year strategic plan.

MISSION

To promote health and protect Hawai'i from the effects of disaster.

VISION

Residents, businesses, non-governmental organizations, and governments working together effectively and efficiently to protect Hawai'i from the effects of disaster.

OVERARCHING STRATEGY

Over the next five years, HDOH will develop and maintain emergency management capabilities most critical to public health in Hawai'i. New capabilities will be developed, when needed, and when doing so does not jeopardize the sustainment of critical capability.

GOAL: IMPROVE HDOH DEPARTMENT OPERATIONS CENTER CAPABILITY

Coordination of emergency response activity is vital to successful public health outcomes during disaster. The HDOH Department Operations Center (DOC) will be organized, equipped, staffed, trained, and exercised through PHP to readily perform this task in response to public health emergencies or in support of State Civil Defense as part of the State's response system. Development of this DOC capability will require:

- Developing an emergency operations policy that addresses requirements for successful public health disaster outcomes
- Identifying, organizing, and training individuals from throughout HDOH and supporting organizations needed to operate the DOC
- Exercising the DOC each year to ensure it can accomplish critical emergency response tasks
- Leveraging information technology, which includes developing and maintaining operational tools such as incident management and communication systems that are essential to effective response
- Ensuring continuity of HDOH during a crisis
- Developing National Incident Management System (NIMS) compliant processes, systems, and tools





GOAL: DEVELOP AN ALL-HAZARD EMERGENCY OPERATIONS PLAN



An emergency operations plan (EOP) defines the policy, roles, responsibilities, resources, and practices of a DOC. An HDOH EOP will be developed by PHP to address all likely threats to public health and to indicate how HDOH activity will directly or indirectly support effective disaster response outcomes. Elements of the EOP will include:

- A clear, viable concept of operations
- Definition of the roles, responsibilities, resources, and authorities needed to effect successful public health outcomes during disasters
- A comprehensive hazard identification and risk assessment
- A focus on interoperability and NIMS compliance
- Hazard and functional annexes (e.g., tsunami and mass dispensing annexes)

GOAL: PROMOTE A CULTURE OF PUBLIC HEALTH PREPAREDNESS

Recent research demonstrates that most people in Hawai'i believe governments are responsible for preparing the public for disaster. Nevertheless, individual responsibility for public health and preparedness is critical to successful health outcomes. PHP will aggressively work with internal and external program stakeholders, businesses and industrial organizations, and various elements of government itself to change the public misconception and improve public preparedness. This work will include:

- Increasing government, business, and public awareness by creating new public health preparedness campaigns and initiatives while sustaining existing ones
- Developing partnerships that foster a shared culture of public health preparedness
- Establishing a mitigation program to pursue opportunities that eliminate or reduce vulnerability before it creates public health impacts





GOAL: EFFECTIVELY SUSTAIN EXISTING CAPABILITIES WHILE CONTINUING TO BUILD NEW ONES



HDOH investments of federal funding over the last 10 years in laboratory analysis, epidemiology, medical material management, response planning, and volunteer coordination have facilitated tremendous accomplishments in preparedness. As part of the annual HDOH budget development process, PHP will:

- Continue to specify the most critical statewide HDOH capabilities
- Manage a PHP budget to maintain these capabilities
- Exercise these capabilities to sustain readiness
- Explore opportunities to effectively distribute capability
- Effectively measure progress on capabilities

GOAL: ENSURE COUNTIES DEVELOP A STANDARD SET OF CORE COMPETENCIES AND CAPABILITIES

Much of the history of Hawai'i is proudly shared as stories of self-reliance, community, and stewardship—values as evident today as in previous centuries. No county in Hawai'i depends on another to direct its disaster response, but all rely on each other for assistance when help is needed. PHP will work each year to prioritize development of fundamental public health preparedness capabilities for all islands. This work will include:

- Defining, developing and maintaining core capabilities throughout the state
- Reviewing the PHP budget each year to ensure that no new capabilities are created at the cost of losing a basic capability elsewhere
- Working with specific HDOH District Health Offices to develop, maintain, and share certain capabilities for all that would otherwise be impractical for each to develop and maintain alone

GOAL: ENGAGE STAKEHOLDERS IN A PUBLIC HEALTH ADVISORY COMMITTEE

The diversity of public, private, and non-governmental responsibilities for public health preparedness requires extensive engagement. To achieve the best collaborative public health preparedness outcomes, PHP will:

- Establish a Hawai'i Disaster Public Health Advisory Committee to advise and provide recommendations to HDOH
- Regularly monitor the status of public health preparedness by establishing and sharing program metrics with the advisory committee and other program stakeholders
- Develop and implement initiatives with advisory committee member agencies
- Encourage and employ advisory committee members—and by extension their affiliated organizations—to collect program information, collaborate, communicate program success, and thereby promote a culture of preparedness





IMPLEMENTING AND MAINTAINING THIS PLAN

PHP will maintain this plan and complementary annual work plans (example attached). PHP and HDOH executives will review the plan each year during the budget development process to define priorities for investment. Review of this plan will also be a standing quarterly agenda item for the Public Health Preparedness Advisory Committee so that progress and revisions to the plan may be considered and incorporated.

This plan is not considered a static or irrevocable document. It is designed to guide many agencies and organizations on a shared path to better public health preparedness for the State of Hawai'i. When work specified in this plan is completed or no longer becomes necessary, HDOH and its advisory committees may elect to revise the plan in whole or in part.

Appendix A: HDOH Strategic Planning Worksheet

September 6, 2012



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment
1. Improve HDOH Department Operations Center Capability	1.1 Develop and enhance additional department [emergency] operations center capability that facilitates accomplishment of all HDOH emergency activities well.	1.1.1 Approved Emergency Operating Procedures (EOP) / Standard Operating Procedures (SOP)	Policy, Assessment, and Implementation Section/ Emergency Operations Coordination Planner	BP2	3.2.2, 3.4.2, 3.4.3, 4.1.1, 4.1.4, 4.1.2, 4.1.7, 4.4.1, 4.4.5, 4.5.1, 6.1.3, 6.2.1, 6.2.2, 6.2.3, 6.2.8, 6.3.2, 6.3.3, 6.3.5, 6.3.6, 7.3.9, 8.1.1, 8.2.1, 9.1.6, 10.1.13, 10.2.2, 10.2.3, 10.3.1, 10.3.5, 10.4.6, 12.4.2, 12.5.3, 13.1.1, 13.1.2, 13.1.3, 15.3.3, 15.3.6		This should depend on outcome 2.1.2. This outcome produces a general set of procedures to complement the EOP. More specific sets of SOPs (i.e., how to operate a Point of Distribution [POD]) are addressed below in outcome 2.5.3.
		1.1.2 Approved form-sets to complement SOP	Policy, Assessment, and Implementation Section/ Emergency Operations Coordination Planner	BP2	3.3.1, 4.4.6, 4.1.2, 6.3.8, 7.2.11, 8.4.6, 9.1.9, 13.2.1, 15.3.1,		This should depend on outcome 1.1.1. This outcome produces forms or other tools necessary to follow procedures. These forms should be finalized as their corresponding procedures are finalized.
		1.1.3 Approved PHP Administrative Policy and Procedures Manual	Fiscal Specialist	BP5	12.5.1, 15.1.3, 15.1.4, 15.2.2, 15.2.3, 15.3.3		This depends on outcome 2.1.1. This outcome produces a manual that describes all sorts of policies, roles, responsibilities, processes, etc. It will be a perpetual work in progress but will be useful in describing, for example, who gets assigned a state cell phone, who gets a take-home car, how duty-officer compensation is managed, etc. The manual will also help with continuity as normal staff transitions occur.
		1.1.4 Actively managed notification and activation rosters	IT Section	Already in place. Monthly notification drills conducted on an ongoing basis	3.2.3, 4.1.4, 4.3.1, 13.2.6, 6.1.2, 6.1.4, 9.1.6, 9.1.7, 9.2.6, 9.4.3, 9.5.2, 10.1.1, 10.2.1		This should depend on outcome 1.1.1-1.1.4. This outcome produces multiple lists that identify all who possibly should be contacted during an emergency, and describes how they will be contacted.



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment
	1.2 Identify, organize, train, and exercise individuals from throughout HDOH and other supporting organizations needed to operate the Department Operations Center (DOC)	1.2.1 Assessment of comprehensive, statewide PHP training (all capability domains)	Education and Training Section	BP3	1.4.3, 3.3.1, 3.3.2, 3.4.4, 3.4.5, 4.1.9, 4.1.10, 4.3.3, 4.4.8, 7.2.10, 7.3.9, 8.1.4, 8.5.3, 9.2.5, 9.3.3, 9.6.4, 10.1.10, 10.1.11, 10.2.13, 12.1.1, 12.1.4, 12.1.5, 12.2.5, 12.2.6, 12.2.7, 12.3.10, 12.3.11, 12.3.13, 12.3.9, 12.3.15, 12.4.3, 12.4.3, 13.1.7, 15.1.5, 15.1.6, 15.1.7		This outcome produces the definitive list of training needed by PHP to support or otherwise facilitate .
		1.2.2 An approved, statewide PHP training policy, program, curriculum, and schedule	Education and Training Section	BP3	1.4.3, 1.4.4, 3.3.1, 3.3.2, 3.4.4, 3.4.5, 3.4.1, 3.4.4, 3.4.5, 3.4.6, 4.1.9, 4.1.10, 4.3.3, 4.4.8, 6.3.11, 7.2.10, 7.3.9, 8.1.4, 8.5.3, 9.3.3, 9.6.4, 10.1.10, 10.1.11, 10.2.13, 12.1.4, 12.1.5, 12.2.5, 12.2.6, 12.2.7, 12.3.9, 12.3.15, 12.4.3, 13.1.7, 15.1.5, 15.1.6		This outcome details how HDOH will meet training requirements.
		1.2.3. An approved, statewide Medical Reserve Corps (MRC) training policy, program, curriculum, and schedule	MRC Coordinator	BP2			
		1.2.4 Revised position descriptions and duty statements for staff with responsibility during an emergency	Policy, Assessment, and Implementation Section	BP2	13.1.7		This outcome helps ensure proper alignment of people/programs during emergency.
		1.2.5 Specialized and consistent training programs developed for HDOH emergency management and response teams (DOC, Public Health Assessment Teams [PHASTeam], Continuity of Operations Plan [COOP] Coordinators)	Policy, Assessment, and Implementation Section/Senior Planner	BP4		One of the identified strategies under the HDOH work plan—Objective 1: Increase the State's readiness to mitigate external threats. Increase DOH staff and partner agencies' knowledge of how to mitigate health and environmental threats.	Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.
	1.3 Leverage information technology, which includes developing and maintaining operational tools such as incident management and communication systems essential to effective response	1.3.1 Specifications of information technology (IT) requirements for public health preparedness agencies, and a list of best practices	IT Section	BP3	4.5.8, 6.1.5, 6.2.1, 6.2.1, 6.2.2, 6.2.3, 6.2.4, 6.2.8, 6.2.10, 6.3.2, 6.3.4, 6.3.5, 6.3.6, 6.3.8, 6.3.10, 6.3.12, 6.3.13, 8.1.5, 8.2.3, 8.4.8, 9.1.11, 9.3.4, 10.1.8, 10.1.12, 10.1.13, 10.1.14, 10.3.7, 10.3.8, 12.1.1, 12.1.6, 12.4.2, 12.5.1, 12.5.2, 12.5.5, 12.5.6, 12.5.7, 12.5.8, 13.1.1, 13.1.8, 13.1.9, 15.1.8, 15.2.2, 15.3.8,	One of the identified strategies under the HDOH work plan—Objective 1: Increase the State's readiness to mitigate external threats. Develop data sharing systems to report timely, accurate, clear, and useful information to monitor threats and make decisions.	This outcome produces the definitive list of IT program support requirements—needed for assessment of and a strategic plan for a PHP-IT. Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.
		1.3.2 Approved HDOH and PHP COOP for IT	IT Section	Completed	6.3.13		
		1.3.3 A statewide Electronic Patient Tracking System	Healthcare Association of Hawaii	BP3	10.3.7, 12.5.5, 12.5.7, 12.5.8,		This is one of the initiatives called out in BP1.



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment
		1.3.4 An Electronic Disease Surveillance System	IT Section	Completed; Training ongoing	13.1.8, 13.1.9	One of the identified DOCD outcomes for the HDOH Strategic Plan: Integrate meaningful use of patient health data into infectious disease surveillance and outbreak response by completing full base implementation of the new, updated electronic disease surveillance system (MAVEN) by December 2012.	Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.
		1.3.5 Transition of the MRC volunteer registry to a new, more efficient system that meets Emergency System for Advance Registration of Volunteer Health Professionals (ESAR-VHP) program requirements.	IT Section	BP1	15.2.2, 15.3.8		This is one of the initiatives called out in BP1.
		1.3.6 Transition of the Pacific Island Jurisdictions (PIJ) American Samoa, Guam, and the Republic of Palau to the new ESAR-VHP system.	IT Section	BP1			
		1.3.7 Development of information exchange procedures for integration of public health and health care into the Fusion Center process.	IT Section	BP2			
	1.4 Ensure continuity of HDOH during crisis	1.4.1 Current department and unit-level COOPs	Policy, Assessment, and Implementation Section	Ongoing through annual updates	12.1.3		This is one of the initiatives called out in BP1.
		1.4.2 A software system for updating COOP	Policy, Assessment, and Implementation Section	BP2			



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment
2. Develop an all-hazard emergency response plan	2.1 Develop a clear mission, policy goals, and viable concept of operations for public health preparedness	2.1.1 An approved statement of policy that defines the role, responsibilities, capabilities, activities and interactions of HDOH before, during, and after disaster	Policy, Assessment, and Implementation Section/ EOC Planner/Senior Planner	BPI	1.2.4, 3.1.1, 6.1.3, 6.3.7, 7.1.1, 9.1.8, 9.5.4, 9.6.5, 10.1.6, 10.2.1, 10.2.4, 12.4.1, 13.1.1, 15.1.1, 15.1.1	One of the identified strategies under the HDOH work plan—Objective 2: Increase the State's readiness to respond to external threats. Increase DOH staff capacity to respond to health and environmental emergencies.	This is arguably the first step in future program development. The outcomes of many other activities depend on this outcome, which should also resolve issues like division of responsibility for Mass Care and Fatality Management with SCD. Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.
	2.2 Develop an emergency operations plan that defines the roles, responsibilities, and authorities needed to effect successful public health outcomes during disaster	2.2.1 An approved Emergency Operations Plan (EOP)	Policy, Assessment, and Implementation Section/ EOC Planner/Senior Planner	BPI	3.1.1, 4.4.5, 6.1.1, 6.3.7		This depends on the outcome of 2.1.1
		2.2.2 Formal Memoranda of Understanding (MOU) with key partner agencies (move this under the All Hazards plan development goal)	PHP Branch	BP5	1.2.1, 1.4.2, 4.4.2, 4.5.6, 6.2.4, 6.3.9, 7.1.1, 7.2.9, 7.3.1, 8.3.1, 8.5.2, 9.1.4, 9.1.10, 9.4.4, 9.5.3, 12.3.4, 15.1.2, 15.3.6	Is one of the identified DOCD outcomes for the HDOH Strategic Plan: Establish specific plans and agreements by June 2013 to identify roles and responsibilities with key community partners (e.g. American Red Cross, county emergency managements, Aloha United Way) to assure the State's recovery to from potential hazards and threats whether man-made or natural.	This outcome produces copies of the master list of all MOUs, formal or informal. The work here also involves scoping and negotiating MOUs not yet developed. Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.
	2.3 Conduct a comprehensive hazard identification and risk assessment	2.3.1 A statewide, all-hazard identification and risk assessment that considers all threats to public health	Education and Training Section	BPI	1.1.2, 9.1.5,		This is another important first step. HDOH should partner with SCD in developing the State Hazard Mitigation Plan. Rendering this plan an all-hazard plan would be an outstanding national accomplishment. Otherwise, HDOH will have to develop its own plan, and that surely would overlap SCD work.
2.4. Focus investment and practice on interoperability and National Incident Management System (NIMS) compliance	2.4.1 An approved definition of NIMS compliance for the HDOH DOC (as well as any other related field components) and a work plan to achieve compliance	Education and Training Section	Ongoing/ NIMSCAST reports submitted to SCD annually	3.2.1, 3.2.6, 3.3.2, 3.4.4, 4.1.9, 4.3.3, 10.1.2		This is a federal requirement closely linked with outcomes of 1.2.1 and 1.2.2.	



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment
	2.5 Develop hazard and functional annexes (e.g., tsunami and alternate care annexes to be developed over the next 5 years)	2.5.1 An approved prioritization of risk that guides earliest investments in threats that pose greatest risk and activities that require complex preparation (i.e. mass care, shelter-in-place)	Policy, Assessment, and Implementation Section	BP4	4.2.1, 4.4.1, 7.1.1, 7.2.2, 7.2.11, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.3.9, 7.3.9, 8.1.1, 9.1.1, 9.1.6, 9.2.1, 9.4.2, 9.4.4, 9.5.4, 10.1.10, 10.3.6, 10.3.2, 10.4.8, 10.4.9, 12.4.1, 12.4.2, 12.5.3, 13.1.1, 13.1.2, 13.1.3, 13.1.4, 13.1.5, 13.2.2, 13.3.1, 15.1.1, 15.2.2, 15.2.3, 15.3.4, 15.3.6, 15.4.1, 15.4.2		This depends on the outcome of 2.2.1-2.2.3.
		2.5.2 Approved hazard-specific incident annexes to the HDOH EOP (e.g., Hurricane Annex)	Policy, Assessment, and Implementation Section	BP4	1.1.2, 3.1.1, 3.1.2, 3.4.3		The BP1 work plan includes little of this, but we believe that creating specific and detailed annexes for each hazard will be very beneficial (e.g., read this to know what to do in case of radiological dispersal device).
		2.5.3 Approved function-specific annexes to HDOH EOP (e.g., public health risk communication, evacuation, shelter-in-place)	Policy, Assessment, and Implementation Section	BP4	4.2.1, 4.4.1, 4.5.6, 6.3.2, 6.3.7, 6.3.8, 6.3.13, 7.1.1, 7.2.2, 7.2.11, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.3.9, 7.3.9, 8.1.1, 8.2.1, 8.2.2, 8.3.2, 8.3.6, 8.4.1, 8.4.2, 8.4.3, 8.4.4, 8.4.6, 8.4.7, 8.5.1, 9.1.1, 9.1.3, 9.1.6, 9.1.9, 9.1.10, 9.2.2, 9.2.3, 9.2.5, 9.2.7, 9.2.8, 9.3.1, 9.3.2, 9.4.2, 9.4.4, 9.4.4, 9.5.1, 9.5.4, 9.6.1, 9.6.2, 9.6.3, 10.1.10, 10.2.4, 10.2.5, 10.2.6, 10.2.7, 10.2.11, 10.3.6, 10.3.2, 10.3.4, 10.4.2, 10.4.4, 10.4.5, 10.4.6, 10.4.8, 10.4.9, 12.1.2, 12.2.1, 12.2.2, 12.2.4, 12.3.1, 12.3.3, 12.3.4, 12.3.5, 12.4.1, 12.4.1, 12.4.2, 12.4.2, 12.5.3, 13.1.1, 13.1.4, 13.1.2, 13.1.3, 13.1.4, 13.1.5, 13.2.2, 13.3.1, 15.1.1, 15.2.2, 15.2.3, 15.3.4, 15.4.1, 15.4.2, 15.3.6, 15.2.4, 15.3.5		This is collection of all the function-specific annexes that must be created (e.g., what to do when a lab has a positive anthrax report and someone must communicate with the public, or what to do for massive shelter ops, or how to operate PODs).
3. Promote a culture of public health preparedness	3.1 Increase government, business, and public awareness of disaster by creating new public health preparedness campaigns and initiatives while sustaining existing ones	3.1.1 A definition and a system to identify and support vulnerable populations	Policy, Assessment, and Implementation Section/ HPP Planner Education and Training Section	BP3	1.1.1, 1.1.5, 10.4.6		We believe creating a definition is fundamental to identifying populations and, later, defining how best to support those populations.
		3.1.2 Preparedness campaign	Education and Training Section	Ongoing	1.3.2		This must be expanded, depending on HDOH interest and available resources.
		3.1.3 Engagement at community meetings to promote public health preparedness	PHP Branch	Ongoing	1.3.1		This must be expanded, depending on HDOH interest and available resources.



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment
		3.1.4 An approved social media policy that defines tools and assigns responsibility for carrying policy out	DOH	Completed	4.4.5		HDOH may already have this, but the department (non-emergency) policy may be too restrictive for use by DOC during emergencies. This must be coordinated with HDOH executives to ensure it supports department-wide policy.
		3.1.5 Outreach programs that identify, solicit, and support volunteers	MRC Coordinator	BP2-3	1.2.2, 4.5.3, 10.2.1, 10.2.2		We believe this needs more definition. It seems that several volunteer programs and HDOH may benefit from some unification or additional coordination.
		3.1.6 Preparedness programs that target specific sectors (i.e., business, government, non-profit)	PHP Branch	Ongoing	1.2.6		We believe this is an opportunity to identify end users of PHP information and tools, and to develop a package that meets their needs (and PHP objectives).
		3.1.7 Outreach programs that identify, solicit and support new closed POD partners to assure rapid and timely delivery of medical countermeasures (MCM)	Policy, Assessment, and Implementation Section/Strategic National Stockpile (SNS) Coordinator	BP4		One of the identified DOCD outcomes for the HDOH Strategic Plan: Establish statewide closed PODs among at least 50% of all identified key stakeholders (e.g., state and county agencies, locally based federal agencies, major businesses key to state infrastructure, hospitals) by December 2014 to assure rapid and timely delivery of medical countermeasures (MCM) in the event of a mass biological, chemical, or other exposure for which MCMs may be available.	Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.
	3.2 Develop partnerships that foster a shared culture of public health preparedness	3.2.1 A statewide list of program partners kept in the loop electronically or by quarterly newsletter	Education and Training Section	Ongoing	1.1.2		A necessary base-of-support action for a program as large and complex as PHP.
		3.2.2 Regular presentations and outreach to program partners on the PHP program's mission, goals, and objectives.	PHP Branch	Ongoing		One of the identified strategies under the HDOH work plan—Objective 2: Increase the State's readiness to respond to external threats. Expand collaboration with other agencies.	Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.
	3.3 Establish a PHP mitigation program. This program would differ from preparedness, as it would pursue strategic and tactical opportunities to eliminate or reduce vulnerability	3.3.1 Development of a mitigation program that identifies threats and attempts to manage specific disaster vulnerabilities before disasters occur (e.g., developing a school wash hands program or disease surveillance program to reduce vulnerability to biological incidents)	PHP Branch	BP5	13.3.1		This represents a paradigm shift—a new set of efforts to dramatically reduce or even eliminate some hazards or threats via investments prior to occurrence of these hazards or threats. In general emergency management, this can include elevating homes that might otherwise be flooded. We recommend exploring creation of a position and ad-hoc work group with a mission to avoid disaster by proposing cost-effective solutions.



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment	
4. Effectively sustain existing capabilities while continuing to build new ones	4.1 Continue to specify the most critical statewide HDOH capabilities	4.1.1 An approved list of systems and services (IT and non-IT) critical to effective response	IT Section, Policy, Assessment, and Implementation Section	BP5	4.1.3, 4.1.13, 4.1.14, 4.1.16, 12.3.18, 12.3.2, 12.3.22, 12.3.23, 15.2.5	One of the identified strategies under the HDOH work plan—Objective 2: Increase the State's readiness to respond to external threats. Maintain necessary response supplies.	This list should correlate closely with Continuity of Operations Planning. Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.	
		4.1.2 A defined list of eligible activities and labor codes to track time charged to each activity	Fiscal Specialist	Completed	4.4.2		This is will be important to grant, work plan, and strategy management.	
	4.2 Manage a PHP budget to maintain these capabilities	4.2.1 PHP Strategic plan		Branch Chief	Completed, Reviewed/Updated Annually			This will be used to outline vision, mission, and high-level priorities for preparedness.
			4.2.2 Brief Budget narrative	Fiscal Specialist	Completed, Reviewed/Updated Annually			This will be used to illustrate how funding is directed to prioritize PHP activities.
			4.2.3 PHP Annual Work Plan	Branch Chief	Completed, Reviewed/Updated Annually			This will be used to illustrate and manage conduct of high-priority work each year.
	4.3 Exercise these capabilities to sustain readiness	4.3.1 A multi-year, statewide, exercise plan		Policy, Assessment, and Implementation Section	BP1	3.4.1, 12.3.7		
			4.3.2 An annual exercise and development of after-action report/improvement plan	Policy, Assessment, and Implementation Section	Ongoing			
			4.3.3 A system for monitoring progress of improvements identified during exercises	Policy, Assessment, and Implementation Section/Senior Planner	BP2			
	4.4 Explore opportunities to effectively leverage capabilities	4.4.1 Definition of PHP capability to be maintained by DHOs and HDOH Headquarters (HQ) (Oahu).		DHOs, Branch Chief	Ongoing	13.2.6		The output from this effort should be directed back into strategic 1.2.1 activities (department-wide training).
			4.4.2 HDOH and DHO agreements for capability sharing	DHOs, Branch Chief	Ongoing			
	4.5 Effectively measure progress on capabilities.	4.5.1 Performance measure data collected for mid-term and final progress reports.	Branch Chief	Branch Chief	Ongoing			



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment
5. Ensure counties develop a standard set of core competencies and capabilities	5.1 Develop and maintain core capabilities throughout the State	5.1.1 A sustained program of assessment and policy development	PHP Branch	Ongoing			
	5.2 Review the PHP budget each year to ensure that no newly created capabilities would result in loss of basic capability(ies) elsewhere	5.2.1 A system of cost accounting for PHP-related activities	Division Director; Fiscal Specialist, Branch Chief, Branch Staff, DHOs	Reviewed annually by Director of Health and Deputy Director of HRA			This is used to monitor PHP-related investment, and continues to direct investment in high-priority areas. This system should time investments to outcomes. In this way, PHP can determine how much effort went into creating SOPs or engaging partners.
	5.3 Work with specific HDOH District Health Offices to develop, maintain, and share certain capabilities and share certain capabilities among all that otherwise would be impractical for each to develop and maintain	5.3.1 An annex to HDOH PHP and PHP budget narrative that describes common and unique responsibilities of DHOs. 5.3.2: Signed agreements with DHOs and other HDOH partners that outline grant expectations and requirements with which they must comply	Branch Chief	Branch Chief	BP2		
6. Engage stakeholders in a public health advisory committee	6.1 Establish a Hawai'i Disaster Public Health Advisory Committee to advise and provide recommendations to HDOH 6.2 Regularly monitor the status of public health preparedness by establishing and sharing program metrics with the advisory committee and other program stakeholders	6.1.1 An approved charter for the Hawai'i Disaster Public Health Advisory Committee	Branch Chief	BP5	1.2.1, 1.2.4, 6.1.1,		
		6.1.2 Quarterly meetings of the Hawai'i Disaster Public Health Advisory Committee	Branch Chief	BP2			
		6.2.1 A regularly-maintained PHP performance dashboard	Branch Chief	BP3			



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment
	6.3 Develop and implement initiatives with advisory committee member agencies	6.3.1 Incident- or function-specific workgroups created to develop specialized policy, procedures, and tools	PHP Branch	Ongoing. Some of these function-specific workgroups are already in place: POD Security, Alternate Care Capacity, etc.	8.1.2, 10.2.2, 10.2.5, 12.1.1, 12.1.1.1,	One of the identified strategies under the HDOH work plan—Objective 2: Increase the State’s readiness to respond to external threats. Expand collaboration with other agencies.	Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.
	6.4 Encourage and employ advisory committee members—and by extension their affiliated organizations—to collect program information, collaborate, communicate program success, and thereby promote a culture of preparedness	6.4.1 A program that recognizes program accomplishment through collaboration	PHP Branch	BP5		One of the identified strategies under the HDOH work plan—Objective 2: Increase the State’s readiness to respond to external threats. Expand collaboration with other agencies.	A low-cost reward system to foster collaboration Supports Foundation 5 of the HDOH Strategic Plan, FY2011-2014: Emergency Response & Preparedness—Mitigate, Respond to, and Recover from Natural External or Man-made Threats Impacting Individual and Community Well-being.



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment



Goal	Objective	Specific Outcome(s)	Responsible Party	Schedule	Link to PHEP/HPP Work Plan	Dependency on other Strategic Goal or Objective	Comment

STATE OF HAWAI'I
DEPARTMENT OF HEALTH
PUBLIC HEALTH PREPAREDNESS



STRATEGIC PLAN (2012- 2017)