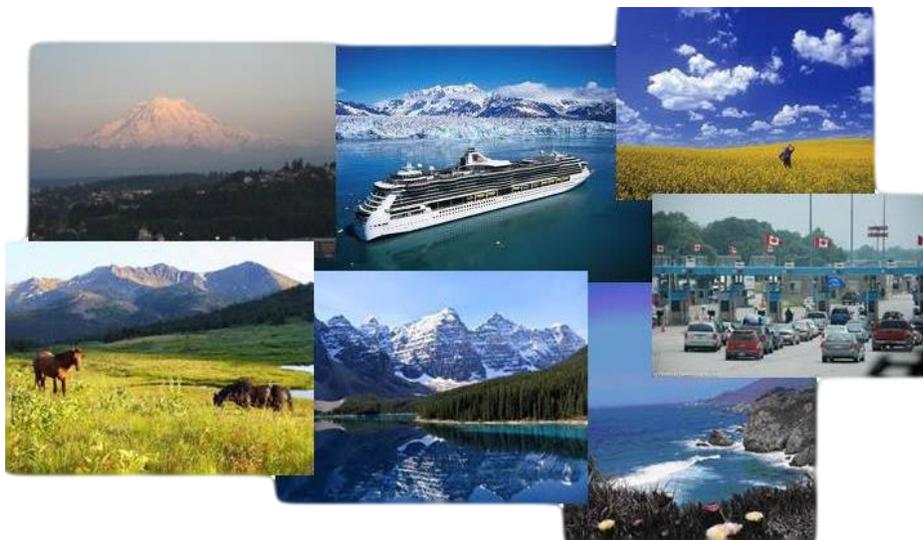




Pacific NorthWest Border Health Alliance



STRATEGIC PLAN 2015 - 2020

MESSAGE FROM PNWBHA CO-CHAIRS

The broad strategic aim of the Pacific NorthWest Border Health Alliance is to ensure that the region is operationally ready to respond to and recover from a health emergency or disaster. This is captured in our mission statement, and all of our activities must ultimately be directed toward this end.

To accomplish our mission we must establish partnerships with regional public and private health sector entities and other agencies to facilitate the development, evaluation and validation of effective health emergency plans and programs.

The Alliance is also responsible for providing leadership in comprehensive emergency management. To this end, we must develop strategic best practice guidelines, standards and protocols and communicate these to the cross jurisdictionally health sector. We must also fully support the jurisdictions in acquiring the resources necessary to meet their future needs.

None of this is possible without a clear and comprehensive framework that contains achievable objectives and the means to measure their attainment. This is the purpose of this *Strategic Plan*; all jurisdictions and private health sector entities are encouraged to become familiar with its content and commit to its objectives.

This plan is a key program document and will be the overarching guide for our activities over the next five-year period. It will be updated annually to reflect any changes to the situation, our objectives or our priorities.

Approved: October 8, 2015

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Co-Chair (CA)

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VISION

A seamless cross border and cross jurisdictional public health preparedness and response network in the Pacific Northwest.

MISSION

To provide a forum for inter-jurisdictional collaboration in the identification and promotion of “best practices” in addressing the capability of Parties to prepare for, respond to and recover from the impacts of any public health or other emergencies or disasters.

STRATEGIC OBJECTIVES 2015-2020

Strategic Objective 1:

To develop a coordination structure with a defined purpose and thresholds for activation that links policy and strategic level staff between jurisdictions during disasters

Enabling Objectives:

| | Objective | Action Required |
|-----|--|--|
| 1.1 | Public-private partnerships encompassing regional public health and health services entities. | <ul style="list-style-type: none"> a) Identify potential private sector partners b) Establish partnership |
| 1.2 | Public-private partnership encompassing regional critical infrastructure stakeholders | <ul style="list-style-type: none"> a) Identify potential stakeholders b) Establish continuity of service arrangements between public/private sector stakeholders and service providers where applicable. |
| 1.3 | Sustainable cross jurisdictional agreements/arrangements, including operational plans and guidelines | <ul style="list-style-type: none"> a) Inventory and review all existing agreements/arrangements. b) Evaluate/validate arrangements through training and exercises. |

Current Status: The Alliance has grown to nine jurisdictions and work continues on the operationalization and extension of existing agreements to all Alliance jurisdictions

Strategic Objective 2:

To leverage sustainable funding for the Alliance.

Enabling Objectives:

| | Objective | Action Required |
|-----|--|---|
| 2.1 | A dynamic and sustainable operating budget | a) Determine both short and long(er) term funding requirements b) Develop an operating budget c) Implement financial management program |
| 2.2 | An inclusive and sustainable funding base | a) Identify potential funding sources (vendors, sponsors, partners, e.g. WREMAC and PNWER) b) Secure funding c) Formalize commitments |

Current Status: A comprehensive funding model is under development.

Strategic Objective 3:

To pursue Alliance-wide information sharing and protection arrangements

Enabling Objectives:

| | Objective | Action Required |
|-----|--|--|
| 3.1 | Alliance-wide support for cross border sharing of public health and health security information ¹ | a) Develop general guidelines ² on information sharing and protection b) Legal review by potential signatories c) Alliance-wide participation |

Current Status: Guidelines on information sharing and protection are posted on the PNWBHA website.

¹ Implement International Health Regulation

² Formal bilateral agreements are optional if/when required between participating jurisdictions..

Strategic Objective 4:

To develop, implement and test an integrated cross border mutual assistance strategy for the region.

Enabling Objectives

| | Objective | Action Required |
|-----|---|--|
| 4.1 | Alliance-wide awareness of jurisdictional response capabilities | <ul style="list-style-type: none">a) Assess PNWBHA mission ready capabilities;b) Develop inventory of health emergency response resources, identifying type and locationc) Produce/adapt resource typing and matching matrix based on NIMS template;d) Develop Mission Ready Packages (ideally a minimum of one per jurisdiction) |
| 4.2 | An operational framework/plan for mutual assistance requests within the region | <ul style="list-style-type: none">a) Complete environment scan of existing frameworksb) Develop frameworkc) Test and validate framework |
| 4.3 | Standard operating procedures for cross border movement of medical equipment and supplies, including regulated pharmaceuticals. | <ul style="list-style-type: none">a) Confirm regulatory requirementsb) Develop standard operating proceduresc) Test procedures |
| 4.4 | Standard operating procedures for the cross border movement and employment of medical personnel | <ul style="list-style-type: none">a) Confirm regulatory requirements for licensure and compensationb) Develop standard operating proceduresc) Test procedures |
| 4.5 | A five year exercise schedule | <ul style="list-style-type: none">a) Develop and implement exercise schedule |

Current Status: Considerable work has been undertaken by the EMS Working Groups, including development of a Cross Border EMS Resources Matrix which is posted on the PNWBHA website.

Strategic Objective 5

To extend the provisions of the Operational Plan for the Cross Border Movement of Emergency Medical Services staff and resources Alliance-wide.

Enabling Objectives:

| | Objective | Action Required |
|-----|---|---|
| 5.1 | Extend provisions of cross border movement plan to all PNWBHA jurisdictions | a) Develop generic operational plan for cross border movement of EMS staff and resources b) Establish frontline agreements/arrangements between public/private sector responders (EMS) where applicable. |
| 5.2 | Obtain permission to use existing interoperable emergency communications frequency. | a) Develop MOU b) Coordinate with Industry Canada and FCC to use MOU |

Current Status: The WA – BC Operational Plan for the movement of EMS resources has been briefed to a number of border jurisdiction and agencies and is gaining wide acceptance. EMS cross border movement guidelines are posted on the PNWBHA website.

Strategic Objective 6:

To promote integrated comprehensive community bio-event resilience and critical infrastructure/interdependency protection

Enabling Objectives:

| | Objective | Action Required |
|-----|---|--|
| 6.1 | A collaborative approach to biosecurity and critical infrastructure/interdependency protection programs | a) Participate in regional bio-event and critical infrastructure programs b) Develop regional guidelines for achieving community bio-event resilience |

Current Status: PNWBHA is monitoring the US DHS Community Health Resilience Initiative. It is proposed that a plenary session on health sector critical infrastructure protection be include on the 2016 Cross border Workshop agenda.

Strategic Objective 7:

To conduct an annual cross border public health preparedness workshop

Enabling Objectives:

| | Objective | Action Required |
|-----|---|---|
| 7.1 | A collaborative approach to biosecurity and critical infrastructure/interdependency protection programs | a) Establish funding model b) Secure sponsorship |

CONCLUSION

The five-year period covered by this plan offers unprecedented opportunities to enhance operational readiness and achieve measurable excellence in public health preparedness in the Pacific Northwest.

The Pacific NorthWest Border Health Alliance has a clear vision and a realistic mission. It has the capacity to achieve all of the identified strategic objectives without significant difficulty. It will, however, be necessary to remain committed to the objectives and to maintain a highly focused approach.

It is essential that the steps set out in the *Action Required* sections of the plan are used to guide priorities. The plan must be reviewed annually to ensure that the goals and objectives remain valid and attainable.

Performance indicators are identified at Annex B. They should be used to monitor and measure progress, and should be updated regularly.

Annex A

Ends, Ways and Means

This strategic plan identifies objectives and provides broad guidance on how to achieve them. It is essential, however, to keep in mind the underlying framework for strategic planning, which is made up of ends, ways and means:

| Ends | Ways | Means |
|---|---|---|
| The identification of a clear and unambiguous objective, or end-state, is the core issue in strategic planning. | The plan is developed to make the best use of the organization's capabilities, given the resources available. | The means are those resources or capabilities available or provided. This is a limiting factor. |
| This is where the organization is going. Ask yourself: | This is how you are going to get there. Ask yourself: | This identifies what you need for the journey. Ask yourself: |
| <i>Are we doing the right thing?</i> | <i>Does our approach provide the best chance for success?</i> | <i>Are the resources essential to success available?</i> |

To be effective, a plan must be updated regularly to ensure that the means remain available, the ways realistic and the ends worth the journey.

Annex B

Performance Measurement

| | Strategic Objective | Performance Indicators |
|----------|--|---|
| 1 | Develop a coordination structure with a defined purpose and thresholds for activation that links policy and strategic level staff between jurisdictions during disasters | All jurisdictions have health emergency management plans that acknowledge cross border collaboration and mutual assistance. |
| 2 | Leverage funding and coordination strategies to sustain the alliance and the conference (vendors, sponsors, partnering with WREMAC and PNWER) | Sustainable funding in place |
| 3 | Pursue Alliance-wide information sharing and protection arrangements. | All member jurisdictions signatory to MOU or observing operational guideline |
| 4 | To develop, implement and test an integrated cross border mutual assistance strategy for the region. | Protocols for cross border movement of medical personnel and material have been tested and validated |
| 5 | Extend the provisions of the Operational Plan for the cross border movement of Emergency Medical Services staff and resources Alliance-wide. | All member jurisdictions embrace the provisions set forth in the operational guidelines |
| 6 | Promote integrated comprehensive community bio-event resilience and critical infrastructure protection | All jurisdiction embrace an integrated approach to bio-resilience and health sector critical infrastructure protection |

Annex C

Timeline

