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# PHEPR ACCOMPLISHMENTS

## 2024

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### Highlights

- In the past 18 months, PHEPR has expanded from 8 to 27 occupied Branch positions, and has hired or promoted 24 Branch staff, as well as supported the hiring of 3 staff in other branches to support our work. We currently have 4 vacancies, all of which are in the hiring process now.
- Led DPH's initial efforts in the Drug Market Agency Coordinating Center (DMACC)
  - o Helped coordinate between Behavioral Health Service (BHS), jail health, hospitals and other City-wide programs as well as with law enforcement
  - o Once efficient coordination and processes were established, we transitioned that role to experts in BHS
- Supported the recertification of Laguna Honda Hospital (LHH)
  - o PHEPR staff were deployed to build LHH's Emergency Operations Program
    - Activities included updating emergency operations plans, emergency evacuation plans, and training staff
  - o After PHEPR staff were deployed, we passed 3 State and Federal Surveys with 0 findings.
- Led the health component of planning efforts for the Asia-Pacific Economic Cooperation (APEC) Summit
  - o Designated a National Security Special Event (NSSE) - Event of national significance deemed by the US Department of Homeland Security to be a potential target for terrorism or other criminal activity
  - o This event, held November 13-November 18<sup>th</sup>2023, was the first NSSE to be hosted in California, and the largest gathering of international leaders in San Francisco since the signing of the United Nations charter in 1945. The summit welcomed leaders and delegates from the 21 APEC member economies, including the President and the Vice President of the United States. In coordination with Federal, State, Regional, and local City & County of San Francisco partners, PHEPR was instrumental in leading DPH in the successful public health and healthcare system planning and readiness for the event.
  - o The playbook we developed is now being used as the standard by the United States Secret Service (NSSE lead agency) for all future NSSEs.
  - o Notable PHEPR planning accomplishments:

- Developed a guideline for dignitary medical care in partnership with the United States Secret Service and the US Department of State Diplomatic Security Service
    - Created a GIS map of all SF healthcare facilities which was a crucial resource for identifying sites that were within impacted areas
    - Conducted a seminar and tabletop exercise with key DPH response and leadership personnel to plan for and mitigate biological threats.
    - Conducted a seminar and tabletop exercise with key DPH response staff, DPH leadership personnel, local Agency partners, regional partners and State of California Department of Public Health personnel to plan for and mitigate chemical threats.
    - Coordinating with the region to update the Regional Medical Surge Plan
    - Broad messaging and target outreach to healthcare facilities
    - Hospital trainings and guidance development for MCI and dignitary care
    - Clinic trainings on disaster trauma triage
  - The guidelines we created were used for the Republican National Convention, and are being used for the planning for the Democratic National Convention, as well as the 2028 Olympics in Los Angeles
- Operation Encore
  - “Full scale” exercise to test San Francisco’s ability to manage an overwhelming hospital surge
    - Full-scale means that the event (an explosion at a concert) was simulated, with actors portraying real patients, make-up to look like injuries (moulage), and response organizations physically responding in they way they would in real life (moving patients, loading them into ambulances, etc.)
  - Partners
    - Involved over 400 “patients” (>20% of SF’s licensed hospital bed capacity) 35 Exercise Planners from over 17 agencies and organizations
    - SFDPH, SF Department of Emergency Management (DEM), SF Emergency Medical Services Agency (EMSA), SF Department of Emergency Communications, SF Fire Department and EMS, San Francisco State University, SF Hospitals
    - More than 200 Players
    - 85 Exercise Support Staff (Controllers, Evaluators, Simulation Cell)
    - Approximately 120 fully-moulaged volunteers (the other patients were simulated on cards, stuffed animals, etc.)
    - One of the largest City and County of San Francisco (CCSF) emergency exercises in the last 20 years
  - Locations
    - 12 Sites

- Full Scale – San Francisco State University, St Mary’s Medical Center, California Pacific Medical Center (CPMC) Van Ness
  - Functional - Chinese Hospital, CPMC Davies, CPMC Mission Bernal, St. Francis Memorial Hospital, University of California San Francisco (UCSF) Medical Center: Mission Bay, UCSF Parnassus Heights, Zuckerberg San Francisco General Hospital, Laguna Honda Hospital, DPH Departmental Operating Center (Command Center)
- Staffing Contingency Incident Management Team (IMT)
  - Organized and Led the Staffing Contingency IMT
  - Redesigned the template for the Continuity of Operations Plans (COOP) for DPH and supported all Divisions, Sections, and Branches of DPH in updated their COOPs
  - Established basic minimum staffing levels for emergencies of varying lengths to protect life and prevent morbidity in the event of a staffing shortage or an emergency
  - Developed a dashboard to help identify what staff (by job classification and special training needs) and how many of each job type are required to maintain minimum life-saving operations for DPH as well as view staff in the various branches across DPH that might be able to be support in the event of a shortage in one specific area.
- Community Health Resilience Team
  - Fully staffed!
  - Participated in four community events, including Bayview Resilience, Sunnyside Health Fair, and Sunday Street Fair in Tenderloin & Mission.
  - Updated & expanded our Community communication list to a total of 601 agencies, including 120 residential care facilities, 92 adult & senior day programs, 131 affordable/senior housings, 20 property management, 36 home care agencies, and 202 community-based organizations.
  - Provided staff for the City-wide Emergency Operations Center community branch for APEC 2023
  - Phase 1 of Visitacion Valley/Sunnyside Community Resilience Pilot program
    - Managed the completion of the contract process to hire communications consultant group—Civic Edge
    - Develop metrics and data collection process to develop process and outcome
    - Complete socioeconomic landscape analysis of neighborhood.
    - Conducted a scan of CCSF (public health and non public health) emergency preparedness and response community engagement efforts to conduct outreach to agencies to identify collaboration opportunities and coordinate efforts.
    - Collaborate with Population Health Director (PHD) Deputy Director for Community Health and Office of Health Equity (OHE) in planning process to identify potential neighborhood stakeholder partners and engagement strategy.
    - Coordinating with other City Departments’ Community Engagement Branches

- Coordinate and plan for initial community meeting of this project in this neighborhood
  - Develop a community partnership strategy for community engagement
  - Secured the commitment of Samoan Community Development Corp to engage in stakeholder discussions with Community section as a potential lead organizer for public health emergency preparedness and response in Sunnydale neighborhood.
- Purchased PHEPR branded promotion items (small pouch emergency kits, flashlight key chain) for community events to promote emergency preparedness and engage community residents
- Participated in the Department of Emergency Management table top exercise with the Heat and Air Quality Resilience Team
- Managed 24 Emergency Incidents, including:
  - 12 Climate activations ( 7 Extreme heat, 6 Winter storms/flood)
  - Multi-day power outage
  - Staffing contingency planning (14-week incident management team, led the updating of all of the Department's Continuity of Operations Plans)
- Staffed Planned Event Activations
  - Includes APEC, Pride, and Bay to Breakers
- Launched a new Healthcare Coalition Outreach Program
- Developed and delivered 30 projects, including 16 trainings and 14 emergency exercises
  - Discussion-based: 3 Seminars, 2 Workshops, 4 Tabletops
  - Operations-based: 4 Drills, 1 Full Scale exercise
  - Exercise materials developed by PHEPR have been highlighted for best practice by City & Regional partners, and Department of Health and Human Services
- Participated in 6 partner exercises, including 4 Tabletop exercises and 2 Full Scale exercises
- Developed a Master Improvement Plan to track improvement items identified in our event after-action reports
  - After every drill, emergency, or activation for a planned event, we conduct an after-action meeting to review how we did and areas for improvement.
  - This Plan tracks all of the improvement items that we identify in one place and makes it easier to prioritize and assign work to improve our ability to respond.
  - To date, we have tracked 138 of 429 after action improvement items to completion, and the work continues (items are added after every activation)
- Developed a PHEPR 24/7 Duty Officer Program
  - 5 Staff alternate Duty Officer coverage on 2-week rotations
  - 1 Manager is on call at all times to support
  - Responsible for incident triage
- Developed a PHEPR Response Team program to allow us to respond to events and also continue branch operations

- Three 5-person response teams, alternate coverage on 1-month rotations
- Responsible for initial IMT/DOC staffing, intended to maintain PHEPR Branch Continuity of Operations
- Moving Climate Health to PHEPR
- Absorbed the Medical Health Operations Area Coordinator (MHOAC) program and established a MHOAC Committee in partnership with EMSA
  - Developed programmatic documents and processes
  - Major contributor to Regional Disaster/Trauma Patient Distribution Plan revision
  - Current Work
    - Completing new SF MHOAC Guide
    - Developing guidelines for surge bed transfer triage
- Developing a Healthcare Volunteer Responder Program
  - Onboarding of new 2589, Healthcare Responder Coordinator (HRC)
  - HRC attended 2 volunteer management conferences, and multiple trainings
  - Current Work
    - Completion of SFDPH Healthcare Volunteer Response Plan
- Established a Staff Development Program
  - Established “training tracks”
  - Conducted branch-wide trainings including:
    - Crucial Conversations
    - Facilitating Meetings for Equity
    - Crisis Communications Training

## Awards and Recognition

- Dr Andi Tenner was awarded the California Women in Homeland Security Athena Award
- Mariecar Delacruz was awarded the California Department of Public Health Preparedness and Response Rookie of the Year
- PHEPR staff were invited to deliver 2 presentations at the CDPH Emergency Preparedness Training Workshop on our APEC planning, as well as a presentation on our Healthcare Climate Resilience work with UCSF
- Our work will also be featured in two presentations at the California Hospital Association Disaster Preparedness Conference in September

## Future Plans

- Healthcare Preparedness
  - Updating the Medical Surge Plan
  - Updating mitigation and emergency alert messaging protocols

- Coordinating with hospitals and EMSA on healthcare preparedness directives like HBED and mutual aid triage transfer triage protocols
- Agency Preparedness
  - Significant updates are planned for the DPH Emergency Operations Plan (EOP) and response annexes
  - Development of the Multi-Year Integrated Preparedness Plan (MYIPP)
    - This plan outlines all of planning, training, and exercise activities for the next 5 years
  - Leverage the MYIPP to develop a 5-year plan for all training, exercise and emergency plan Quality Improvement
  - Finalize and exercise Chempack Concept of Operations
  - Planning for Regional BioWatch Full Scale Exercise (Oct. 2024)
  - Branch re-organization to strengthen climate health preparedness and emergency preparedness training
- Community
  - Advance the Visitacion Valley/Sunnydale pilot into the implementation and evaluations phase
  - Develop community-informed external messaging and communication strategy to include expanded language capability targeting underserved communities.
  - Leverage the learning and practice of the Visitacion Valley/Sunnydale project into the development of a multi-neighborhood/citywide approach to serving vulnerable populations.
  - Develop an integrated (healthcare and emergency preparedness) PHEPR community resilience planning/strategy that addresses gaps in meeting the needs of health impacted neighborhoods during emergency events.
  - Develop an education, tabletop and exercise training plan focused on building the capacity of community residents and organizations to demonstrate increased capacity to implement emergency preparedness and response activities.
- Climate Health
  - Integration of Climate Health work across all PHEPR preparedness efforts
  - Coordinating with UCSF to improve clinical response to heat emergencies
  - Applied for a grant to strengthen community resilience and preparedness for climate emergencies