



RESPONSE &
RECOVERY
PLAN 2026

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Purpose

The purpose of the Big Bend Healthcare Coalition (BBHCC) Response and Recovery Plan is to outline the process used for communication, coordination, and information sharing activities which is the primary role of the BBHCC. This includes coordinating these activities with the lead county ESF-8 agencies throughout the region. Additionally, this plan includes the procedures for requesting the resources procured through Member Projects as subject to the terms of the signed MOAs between the BBHCC and BBHCC Members.

BBHCC Contact Information

The BBHCC is administered and staffed by the Apalachee Regional Planning Council under the guidance and approval of the Coalition's Board of Directors and Executive Committee members and organizations. The BBHCC can be contacted by phone at 850-488-6211 where a detailed list of contacts can be accessed. Information can also be accessed on the BBHCC website at: <https://www.bigbendhcc.org/>

BBHCC Response Capabilities

The BBHCC developed its response plan to include core BBHCC members, along with additional members, so that, at a minimum, hospitals, EMS, emergency management organizations, and public health agencies are represented. The BBHCC Response Plan defines current capabilities and outlines plans to further develop and refine these capabilities, including the following required medical surge elements:

- Each year the Coalition provides a medical surge exercise and additional exercise and training opportunities that our acute care hospitals have an opportunity to participate in.
- BBHCC has developed event-specific regional plans and annexes as prescribed by the federal guidance, such as the Crisis Standards of Care Guidance/Annex, Pediatric Surge Annex, Infectious Disease Surge Annex, the Burn Surge Annex, the Radiation Surge Annex, Chemical Surge Annex, and the Supply Chain Mitigation Strategy. These plans can all be accessed on the BBHCC website here.

Information Sharing Plan

Common Operating Picture

BBHCC staff work with all healthcare agencies to provide support as needed. BBHCC staff will keep the Board informed of any potential activations. BBHCC is a supportive agency and helps to provide information sharing both within and outside the region. This is done through several avenues.

Alert and Notification Procedures

During blue and grey skies, standard county alert and notification procedures will be used to distribute information to each individual county and members, in addition to emails and phone calls made by the BBHCC. During prolonged events, such as a pandemic, the BBHCC will create and distribute Situation Reports on a weekly, or bi-weekly basis. To share information, alerts, and notification to member organizations the BBHCC's primary distribution method is

email notification via ReadyOp, with the secondary method being text message. These processes are evaluated twice annually, and the results are documented.

Support and Mutual Aid Agreements

The BBHCC maintains no current mutual aid agreements. The agreements maintained by ESF-8 and the County Emergency Management agencies are the only mutual aid agreements in place. The BBHCC serves as the liaison between member organizations and ESF-8, where those pre-determined mutual aid agreements are maintained and acted upon.

Coordination role & Clinical knowledge-sharing

Access to Common Operating Picture

BBHCC provides support through information. BBHCC works with local agencies and hospitals to share information. BBHCC supports situational awareness by sharing information from local, state and federal agencies such as the National Hurricane Center (NHC) and National Weather Service (NWS) by sharing the information through ReadyOP.

Incident action planning and response

BBHCC is not a response agency currently. BBHCC is supportive in nature and will assist in any situation where it can. If called upon by ESF-8 BBHCC staff will respond, otherwise BBHCC will provide situational reports.

HCC member communication with health care workers, patients, and visitors

Any communication shared by the BBHCC unless specifically stated can and is encouraged to be shared by the organizations to their staff.

Coordination with community partners

As previously stated, BBHCC is an information sharing organization. It can aid with sharing of coalition resources that have been purchased with grant funds; however, agencies would need to work with each other in sharing of the assets and follow emergency management requirements for requests of assets.

Systems protection

BBHCC is dependent on its vendor for messaging and IT support services to maintain their systems. BBHCC understands the need to further develop its capabilities and security systems after the most recent cybersecurity assessment.

Redundant Communications

BBHCC quarterly download member lists from ReadyOp and has access to contacts with email and phone numbers in the event the ReadyOp should fail. Information can be shared via email or phone calls if needed.

Misinformation, disinformation, and mal-information

BBHCC obtains its information from verified sources such as local, state or federal agencies. BBHCC vets any outside information prior to sharing with coalition members

Resource Management Plan

All equipment, supplies, and pharmaceuticals procured via Member Projects are subject to an executed memorandum of agreement (MOA) between Big Bend Healthcare Coalition (BBHCC) and the recipient organization.

The recipient must make any equipment, supplies, or pharmaceuticals purchased available to use by the BBHCC membership upon request, provided the item is not currently being used or will be used in the near future by the recipient, and is in working order.

Storage, maintenance, and rotation of any equipment, supplies, or pharmaceuticals is solely the responsibility of the recipient organization.

Requests for equipment to be deployed must be submitted to the BBHCC coordinator via email and must include the following: item requested, duration needed, transport needed, and responsibility accepted for any damage to the item during deployment. As per the MOA, the agency currently hosting the resource must deploy the assets if it is not currently in use and in working condition if the request is approved. The Board may grant the BBHCC Coordinator and/or ARPC Emergency Planning Program Manager the right to approve or deny requests on their behalf.

Medical Surge Support

The primary role of the BBHCC during emergency responses is information sharing and member coordination. Information sharing reflects the timely efforts of BBHCC staff to receive, vet, and redistribute pertinent information to the entirety of the BBHCC Membership, or to specific groups to whom it most pertains. Member coordination is the work done by BBHCC staff to put BBHCC Members, at their request, in contact with other appropriate BBHCC Members to help with response and short- term recovery coordination and efforts.

Examples of additional duties that are performed by the BBHCC:

- Plan, Coordinate and Conduct Quarterly Meetings
- Plan and Conduct Surge Exercises
- Provide annual training and outreach events.
- Perform Bi-Annual Communication systems tests.
- Conduct and update a Hazard Vulnerability Assessment for the BBHCC Region.
- Create a Training and Exercise plan for the coalition.
- Update the Jurisdictional Risk Assessment for the BBHCC Region Maintain and update a Preparedness and Operations Plan.

Surge Specific Support

During emergency situations where there is a potential for medical surge and if requested, the role of the BBHCC is to assist planning efforts at the local and state level by collecting and sharing pertinent surge-related information. The BBHCC may take actions to accomplish this such as communicating with hospitals in the Region on their current and potential bed

availability by type and capability (such as Acute vs ICU, negative pressure, etc.), while also addressing the current and future staffing needs required to support the event.

Alternate Care Site Response

The role of the BBHCC in setting up and operationalizing an Alternate Care Site (ACS) follows the guidance and recommendations put forth by the county Departments of Health. The primary role to support the ACS is to identify potential staffing. The BBHCC previously created a staffing survey that is sent out to members consisting of a variety of qualifying questions. This information is shared in a database maintained by Volunteer Leon, which is accessible by the ESF-8 agencies.

Infectious Disease Vaccination Planning

The role of the BBHCC in planning for a mass vaccination of its population in response to an infectious disease outbreak follows the guidance of local emergency management agencies and county departments of health. The primary role of the BBHCC regarding vaccination planning is to convene the regions healthcare facilities and emergency response organizations to discuss potential distribution plans to vulnerable populations and the public. Additionally, the BBHCC serves to assist local departments of health in identifying and securing Closed Points of Dispensing (POD) agreements with facilities throughout the Region. The BBHCC is not responsible for the actual distribution of vaccinations but serves to assist in the development of the processes required to do so.

Recovery Plan Healthcare System Restoration

Big Bend HealthCare Coalition (BBHCC) supports healthcare system recovery through coordinated information sharing, resource alignment, and collaboration with Emergency Support Function 8 (ESF-8) and regional partners. Recovery operations are a continuation of response activities and focus on stabilizing and restoring healthcare system functionality across the region.

Transition from Response to Recovery

The transition from response to recovery is coordinated with ESF-8 and occurs when immediate life-saving operations begin to stabilize and healthcare system impacts are better understood.

Indicators of transition may include:

- Stabilization of patient surge and healthcare facility status
- Reduction in immediate life safety threats
- Decreased demand for emergency response resources
- Shift in operational priorities from response to restoration

BBHCC will adjust coordination activities to align with ESF-8 direction and evolving recovery priorities.

Recovery Phases

BBHCC supports recovery operations across three general phases:

Phase 1 – Stabilization

Focus:

Immediate post-incident stabilization of healthcare operations

Coalition Role:

- Maintain situational awareness of healthcare system status
- Continuing information sharing with coalition members and ESF-8
- Identify immediate resource needs and gaps
- Support coordination of short-term resource requests

Phase 2 – Restoration of Services

Focus:

Return of healthcare facilities and systems to normal or near-normal operations

Coalition Role:

- Facilitate communication between healthcare organizations and ESF-8
- Assist in identifying ongoing operational gaps and resource needs
- Support coordination of resources required for restoration
- Monitor healthcare system capacity and service availability

Phase 3 – Recovery Coordination and Improvement

Focus:

Long-term system recovery and strengthening

Coalition Role:

- Support ESF-8 and partners in identifying regional recovery priorities
- Share recovery-related information and best practices
- Assist in identifying capability gaps and opportunities for improvement
- Support coordination of recovery-focused planning efforts

Continuity and Healthcare System Support

BBHCC supports healthcare organizations in maintaining continuity of operations by:

- Sharing relevant recovery and continuity information
- Supporting coordination between healthcare organizations and ESF-8
- Promoting alignment with Continuity of Operations (COOP) and continuity of healthcare service delivery planning

Additional details are outlined in the BBHCC COOP Plan.

Integrate with key partners

ESF-8 Integration

The BBHCC serves the healthcare community by sharing information and providing a conduit for coordinated communication. During emergency operations, the BBHCC supports ESF-8 by sharing information including updates of emergency planning activities, planning processes, best practices, and recovery practices. In addition to information sharing, a list of activities that may be performed include:

- Support the development of comprehensive healthcare and support system status assessment and data and provide to all counties to inform local decision-making.

- Identify and communicate hazard data and impacts, conditions, and consequences in adjacent coalition for potential consequence management in the BBHCC.
- Support the development of comprehensive impact and consequence analysis to BBHCC members and EOC's.
- Support the development of short- and long-term objectives.
- Support the monitoring of healthcare systems capacities and capabilities and impacts to population (across BBHCC member base).
- Support healthcare and support linkages between all affected counties.
- Support the coordination, accuracy, and consistency in public messaging and information across counties.
- Support the analysis of hazard data and forecast event impacts, conditions, consequences, and resource needs across the region (coalition).
- Monitor the status of healthcare continuum and report gaps or loss of capabilities.
- Support contingency plans or augmentation strategies as appropriate.
- Conduct data analysis and forecasting to project impact on population groups.
- Gather County based ESF-8 healthcare system data and provides a regional situation status and common operating picture.
- Share event status information with all healthcare system members and responders.
- Support the development of contingency plans for gaps in the healthcare continuum.
- Make recommendations for the utilization of State or Federal resources to fill gaps or loss of capabilities.
- Identify and share key hazard issues to ensure for responder safety and health – make appropriate mitigation recommendations.

Support the workforce

BBHCC is a support agency, providing resources and information. BBHCC helps workforce recovery by sharing information where the workforce can receive benefits provided by local, state and federal agencies.

Recover critical infrastructure

BBHCC will help in providing information requested for coalition supported equipment.

Manage community impact

BBHCC will support community recovery needs with information sharing and contact resources

Engage community partners

BBHCC will support agencies and organizations as requested in recovery. BBHCC has held meetings in the past to help develop after-action reports and to make sure coalition partners are recovering and do not need additional support. IF partners need support BBHCC will provide contact information and help those organizations in obtaining the needed resources.

Demobilization and Transition to Steady State

BBHCC conducts demobilization activities in coordination with Emergency Support Function 8 (ESF-8) and regional partners to ensure an organized, efficient, and accountable

transition from response and recovery operations back to steady-state operations.

Demobilization Triggers

Demobilization of BBHCC coordination activities may occur when:

- ESF-8 transitions from response/recovery operations to steady-state operations
- Healthcare system impacts have stabilized and returned to normal or near-normal operations
- Resource requests and coordination needs have significantly decreased
- Situational awareness requirements return to baseline levels

The decision to demobilize or scale down activation levels is made by the BBHCC EM Head, or designee, in coordination with ESF-8 leadership.

Demobilization Process

Demobilization is conducted in a phased and coordinated manner to ensure continuity of operations and accountability of resources.

Key demobilization actions include:

- Gradual reduction of activation level and coordination activities
- Notification to coalition members of demobilization status and expectations
- Final situational reporting and communication of healthcare system status
- Deactivation of coalition command and coordination elements

Resource and Asset Management

As part of demobilization, BBHCC ensures the accountability and recovery of coalition-owned resources and assets.

Actions include:

- Tracking and confirming return of deployed equipment
- Coordinating with ESF-8 and partner agencies on resource release and return
- Documenting resource utilization and any outstanding needs or issues

Documentation and After-Action Activities

Following demobilization, BBHCC supports post-incident evaluation and improvement activities. These activities may include:

- Collection of operational data and documentation
- Participation in After-Action Reports (AARs) and Improvement Plans (IPs)
- Identification of strengths, gaps, and areas for improvement
- Integration of lessons learned into future planning, training, and exercises

Return to Steady-State Operations

Upon completion of demobilization activities:

- BBHCC resumes steady-state operations and routine coordination activities
- Communication platforms return to normal operating posture
- Planning, training, and preparedness activities are informed by lessons learned from the incident

Further Development and Refinement of BBHCC Response Capabilities

With guidance from State and local ESF-8s, the Coalition will continue to develop and refine response support capabilities, including:

- Individual HCC member organization and HCC contact information.
- Review and revision of regional plans and annexes
- Regional response assets and mission ready packages
- Regional training and educational opportunities to align with the regional HVA and identified gaps

Plan Maintenance, Review, and Continuous Improvement

The Big Bend HealthCare Coalition (BBHCC) Response and Recovery Plan is maintained as a living document and is subject to regular review, evaluation, and updates to ensure continued alignment with regional needs, operational realities, and federal guidance.

Plan Ownership and Responsibility

The BBHCC Emergency management Head, or designee, is responsible for the overall maintenance, review, and update of this plan.

This includes:

- Coordinating input from coalition members and partners
- Ensuring alignment with Emergency Support Function 8 (ESF-8) priorities
- Incorporating changes based on operational and strategic needs

Review Cycle

This plan will be reviewed and updated:

- **Annually**, at a minimum
- Following **real-world incidents or activations**
- Following **exercises**, including drills, tabletops, and full-scale exercises
- When significant changes occur in:
 - Regional capabilities
 - Healthcare system structure
 - State or federal guidance

After-Action Reporting and Improvement Planning

BBHCC supports a continuous improvement process using After-Action Reports (AARs) and Improvement Plans (IPs).

Following exercises and real-world events:

- BBHCC will participate in AAR/IP processes with ESF-8 and partner organizations
- Identified strengths, gaps, and areas for improvement will be documented
- Improvement actions will be tracked and prioritized

Relevant findings and corrective actions will be incorporated into updates of this plan, supporting ongoing enhancement of coalition capabilities.

Version Control and Documentation

To ensure accountability and transparency:

- The most current version of the plan will be maintained and distributed to coalition members
- Previous versions may be retained for reference and historical documentation

Integration with Training and Exercises

Plan maintenance is directly informed by training and exercise activities. BBHCC will:

- Align training and exercise priorities with identified gaps and hazards
- Use exercises to validate plan components and operational capabilities
- Incorporate lessons learned into plan revisions and future preparedness efforts