

# Centers for Disease Control and Prevention Bioterrorism Preparedness and Response Core Capacity Project 2001

**MISSION STATEMENT: To protect public health and safety by developing the capacity of state and local public health systems to prepare for and respond to a bioterrorist attack**

## INTRODUCTION

The following goals, objectives, and indicators are intended to provide guidance on the highest priority capacities needed to successfully achieve the mission statement. Objectives are separated into “pre-event” and “event” categories. These two categories are used to distinguish preparedness activities needed before an event from response activities that may be necessary during an event.

## GOALS, OBJECTIVES, INDICATORS

### #1. SURVEILLANCE AND EPIDEMIOLOGIC INVESTIGATION

**Goal:** The public health system monitors community health status to detect the presence of critical bioterrorism agents and characterize the public health emergency.

#### PRE-EVENT

Objective 1.1: Ensure early detection of an outbreak through prompt and systematic collection and interpretation of timely patient-based and healthcare utilization data.

#### Planning/Policy Indicators

- Establish legal authority to collect personal (sensitive) data on individuals
- Disseminate notifiable disease information and reporting requirements and procedures to health care providers on a periodic basis
- Establish systematic data collection protocol that monitor community health indicators (e.g., aberrations in utilization trends or syndrome-based presentations)
- Develop algorithms that trigger further epidemiologic investigation

Workforce/Training Indicators

- Ensure healthcare providers understand the medical effects and public health consequences of diseases caused by bioterrorism agents
- Identify adequate number of staff to collect and interpret data in order to detect an outbreak
- Train public health, infection control, and clinical staff to collect and rapidly analyze and interpret surveillance data
- Train appropriate staff regarding the roles and responsibilities of each component of the surveillance system
- Ensure that appropriate staff follow notification protocols to rapidly report their surveillance system findings

Evaluation/Quality Indicators

- Evaluate and update data sources and surveillance system components on a periodic basis to test the appropriateness and completeness of the data
- Evaluate surveillance system using simulations/drills for sensitivity, specificity, timeliness, and accuracy from data collection to report dissemination on a periodic basis

EVENT

Objective 1.2: Establish enhanced active surveillance during a suspected or confirmed public health emergency.

Planning/Policy Indicators

- Develop plans that define and integrate roles for additional personnel (e.g., infection control practitioners, public health nurses, epidemiologists, and data entry clerks from other institutions, jurisdictions and/or agencies) as required to appropriately staff enhanced surveillance efforts in a public health emergency
- Develop notification protocols to activate additional surveillance personnel as needed to respond to the public health emergency
- Activate protocols to enable contact tracing, case finding, and case tracking in order to track the course of the outbreak
- Identify potentially exposed persons in need of public health and/or medical intervention

Workforce/Training Indicators

- Designate an epidemiology response coordinator to manage surveillance and epidemiologic investigation activities during a public health emergency
- Deploy adequate number of staff to conduct enhanced active surveillance during a public health emergency
- Deploy staff trained in enhanced active surveillance methods

- Ensure that deployed staff perform designated roles for enhanced active surveillance during a public health emergency
- Ensure that additional enhanced surveillance personnel can be activated in a timely fashion to respond to a public health emergency

Evaluation/Quality Indicators

- Evaluate enhanced active surveillance activities through simulations/drills for sensitivity, specificity, timeliness, and accuracy from data collection to report dissemination on a periodic basis
- Conduct periodic testing of the activation process for all primary and additional surveillance personnel to assess how quickly an effective team can be in place to conduct enhanced active surveillance

Objective 1.3: Conduct epidemiologic investigations to characterize and track the public health emergency.

Planning/Policy Indicators

- Activate protocols to enable contact tracing, case finding, and case tracking
- Use established algorithms to initiate specific epidemiologic investigation
- Ensure that procedures and tools (e.g., questionnaires, information technology systems and equipment) are used to characterize and track the public health emergency

Workforce/Training Indicators

- Deploy adequate number of epidemiologic staff to conduct epidemiologic investigations during a public health emergency
- Deploy epidemiologic staff to conduct appropriate epidemiologic tasks including rapid methods of data collection, data entry, analysis, interpretation, and report dissemination
- Ensure that appropriate staff can perform analysis using software packages and rapid epidemiologic tools during a public health emergency

Evaluation/Quality Indicators

- Evaluate epidemiologic investigation protocol effectiveness and update, as needed, through post-event critiques/debriefings

**#2. IDENTIFICATION**

**Goal: The Laboratory Response Network for bioterrorism (LRN) can rule out, refer, identify, confirm, and characterize biological threat agents.**

PRE-EVENT

Objective 2.1: Identify and ensure key Level A laboratories develop the proficiency to conduct “rule -out” testing, specimen packaging and handling, and referral of suspected biological threat agents to a higher level laboratory.

Planning/Policy Indicators

- Ensure that LRN approved protocols are developed and distributed
- Ensure that written policies and plans are in place and adhered to in performing rule -out testing and referral.

Workforce/Training Indicators

- Identify adequate number of staff to conduct testing, package specimens, and refer suspected threat agents to higher level laboratories during a public health emergency
- Ensure that appropriate staff are trained by the state/local authority or designee in rule -out testing, specimen packaging, handling, and referral

Evaluation/Quality Indicators

- Ensure that LRN protocols and procedures are reviewed, updated, and disseminated on a periodic basis
- Evaluate staff proficiency in rule -out testing, specimen packaging, handling, and referral on a periodic basis
- Evaluate compliance with applicable employee health and safety procedures on a periodic basis.

Objective 2.2: Ensure that Level B and Level C laboratories have the capacity and proficiency to identify and confirm biological threat agents and can refer specimen to higher level laboratories for further characterization.

Planning/Policy Indicators

- Develop written policies and procedures for maintaining a referral network
- Maintain written plans for 24/7 staff availability during a public health emergency
- Develop laboratory communications plans and protocols for disseminating information to emergency response partners during a public health emergency
- Establish written policies and procedures for rapid identification and electronic reporting of results
- Develop policies to address evidence chain of custody procedures

Workforce/Training Indicators

- Identify adequate number of staff to identify and confirm threat agents and refer specimen to higher level laboratory during public health emergency
- Designate laboratory point of contact for disseminating information during public health emergency
- Ensure that appropriate staff are trained in agent identification and confirmation, specimen packaging and handling, chain of custody, and referral to higher level laboratories
- Ensure that appropriate staff assist in training emergency responders in the collection of environmental samples

Evaluation/Quality Indicators

- Review and evaluate LRN protocols and procedures on a periodic basis
- Conduct a quality review of chain-of-custody procedures
- Evaluate compliance with applicable employee health and safety procedures on a periodic basis

EVENT

Objective 2.3: Assure a system is established that provides rapid rule-out testing, referral, identification, confirmation, and characterization of biological threat agents to include rapid reporting of results during a bioterrorist event.

Planning/Policy Indicators

- Activate policies and procedures that address laboratory priorities during a large-scale epidemic

Workforce/Training Indicators

- Deploy adequate number of staff to perform rule-out testing, referral, identification, confirmation and characterization of threat agents during public health emergency
- Deploy staff trained to understand their role in the laboratory system during public health emergency

Evaluation/Quality Indicators

- Evaluate the accuracy, timeliness, and efficiency of laboratory results reporting to decision makers, responders, and the public on a periodic basis
- Evaluate system effectiveness through agency-wide and system-wide post-event reviews/critiques

### #3.COMMUNICATION

**Goal:Publichealthsystemassures thatinformationiscollected,analyzed,and communicatedeffectivelyamongtheresponsecommunity,decision-makers,andthegeneralpublicduringapublichealthemergency.**

#### PRE-EVENT

Objective3.1:Establishaneffectivecommunicationsnetworkforthepurposeof detectingandmanagingapublichealthemergency

##### Planning/PolicyIndicators

- Developaplanthatidentifiestheresponsepartnersinthenetwork, definestheircommunicationresponsibilitiesduringapublichealth emergency,andensurescoordinatedcommunicationswithother responsepartners
- Establishprocedures to ensure response partner contact information is current

##### Workforce/TrainingIndicators

- Identifyadequatenumbersofstafftoestablishandmaintainan effectivecommunicationsnetworkduringapublichealthemergency
- Trainpartnerstopperformtheirroleinthecomunicationsnetwork

##### Evaluation/Quality

- Exercisetworkonaroutinebasis.

Objective3.2:Establishapublichealthcommunicationinfrastructurethat receivesandtransmitsdataandinformationfordecisionsupport.

##### Planning/PolicyIndicators

- Maintainadequatecommunicationinfrastructuretodetectandmanage apublichealthemergency
- Developpoliciesandprocedures to address how staff will access internetconnections,deliverandreceivebroadcastcommunications, establish two-way emergency communications, and deliver training via distance-based learning technologies
- Developplans that clarify the strategy for establishing effective communications systems
- Developplans that ensure that the security of communication is appropriate to the information or data being transmitted

##### Workforce/TrainingIndicators

- Identifyadequatenumbersofstafftoestablishandsustainapublic healthcommunicationssystem

- Train appropriate staff to receive and transmit data and information during a public health emergency

Evaluation/Quality Indicators

- Evaluate communication infrastructure technology according to established standards
- Exercise emergency communications systems on a periodic basis

Objective 3.3: Establish public information plans, protocols, and materials.

Planning/Policy Indicators

- Develop policies and procedures for preparing, approving and releasing public information
- Establish risk communication plans
- Conduct public education on bioterrorism agents and preparedness activities on a periodic basis
- Develop policies and procedures for public health participation in a joint information center (JIC)

Workforce/Training Indicators

- Identify adequate number of staff to establish public information plans, protocols, and materials
- Train staff in health/risk communications
- Ensure that staff can communicate critical information about bioterrorism agents to the public
- Identify Public Information Officer

Evaluation/Quality Indicators

- Evaluate the timeliness, accuracy, and appropriateness of information on a periodic basis
- Exercise risk communication plans on a routine basis

Objective 3.4: Increase community and elected official awareness of and support for public health programs to protect the community from a bioterrorist act.

Planning/Policy Indicators:

- Develop process for identifying potential stakeholders or constituencies who need to be aware of public health programs
- Ensure elected officials are integrated into public health preparedness activities
- Develop policies and plans for community awareness of public health preparedness activities

Workforce/Training Indicators:

- Identify adequate number of staff to ensure elected official and community awareness of public health preparedness programs
- Train elected officials on the roles and responsibilities of public health and response partners during a public health emergency
- Train staff in effective communications and coalition building with community stakeholders and elected officials

Evaluation/Quality Indicators:

- Evaluate the effectiveness of awareness activities on a periodic basis
- Evaluate the establishment and contributions of a broad-based public health constituency

EVENT

Objective 3.5: Activate and maintain established communications systems for coordination among response community.

Planning/Policy Indicators

- Specify a call-down roster with 24-hour contact information
- Activate plan to provide redundant communication mechanisms for immediate and reliable voice and secured data communication during a public health emergency
- Employ defined communication responsibilities during a public health emergency

Workforce/Training Indicators

- Deploy adequate number of staff to activate and maintain communications systems for response coordination
- Deploy staff trained to use emergency communication systems

Evaluation/Quality Indicators

- Test communication equipment regularly
- Test system for accuracy and availability of response personnel
- Evaluate the effectiveness of the communications system in handling surge capacity during a public health emergency

Objective 3.6: Initiate and maintain appropriate and coordinated communication with the public during a public health emergency.

Planning/Policy Indicators

- Activate information release policies
- Participate in establishing and maintaining a Joint Information Center

Workforce/Training Indicators

- Deploy staff trained in disseminating critical information on bioterrorism agents

Evaluation/Quality Indicators

- Evaluate dissemination strategies on a periodic basis
- Exercise routine participation in the FBI's Joint Information Center

#### #4. MOBILIZATION

**Goal: The public health system identifies, coordinates, and deploys public health assets to assure an effective emergency response.**

PRE-EVENT

Objective 4.1: Perform risk assessment to identify the community's potential hazards and vulnerabilities.

Planning/Policy Indicators

- Establish policies that provide the authority to conduct risk assessments
- Develop plans to conduct risk assessments

Workforce/Training Indicators

- Identify adequate number of staff to perform risk assessment
- Train staff to conduct risk assessments

Evaluation/Quality Indicators

- Ensure that a process is in place for continuing assessment of community risk

Objective 4.2: Identify organizations that comprise the public health response system and integrate preparedness activities with other response partners.

Policy/Planning Indicators

- Develop policies and plans that identify key components of the public health response system
- Develop policies and plans that define the roles and responsibilities of each component of the public health response system

Workforce/Training Indicators

- Identify adequate number of staff to identify public health response organizations and integrate their preparedness activities

- Train staff in coalition building and effective communication with response partners
- Train staff in their responder role as it pertains to the larger emergency response system

Evaluation/Quality Indicators

- Review roles and responsibilities on a periodic basis
- Evaluate the public health response system on a continued basis

Objective 4.3: Establish and maintain a public health emergency response plan.

Planning/Policy Indicators

- Establish planning or steering committees that include emergency response partners, elected officials, and community stakeholders
- Establish laws, rules, regulations, and/or policies that provide the authority to the public health agency to carry out and enforce its responsibilities within the response plan
- Develop a plan that includes protocols for public health emergency response, designating an EOC, managing populations with special needs, enhanced surveillance, and communications, roles and responsibilities, defining the role of volunteers, and Incident Command System/Unified Command notification and coordination
- Develop a plan that includes protocols for receiving, organizing, repackaging, securing, and distributing the National Pharmaceutical Stockpile and accountability for use of the materiel
- Develop a plan that includes protocols for patient evacuation, decontamination, and environmental remediation during a public health emergency

Workforce/Training Indicators

- Identify a adequate number of staff to establish and maintain a public health emergency response plan
- Train staff on their roles and responsibilities as outlined in the emergency response plan
- Ensure staff understand appropriate response and personal protection measures during a public health emergency
- Train staff to understand their public health emergency responder role as it pertains to the larger emergency response system
- Ensure that elected officials and community stakeholders are aware of the role of public health and emergency response systems in protecting the public's health

Evaluation/Quality Indicators

- Evaluate the plan through periodic exercises/drills and post-event debriefings

Objective 4.4: Identify available resources for an effective public health emergency response.

Planning/Policy Indicators

- Develop plans with community stakeholder to provide guidance on securing needed resources
- Develop intra- and inter-jurisdictional agreements to allow the public health agency to secure needed resources within the community and the jurisdiction
- Develop plans and procedures for tracking deployment and utilization of resources

Workforce/Training Indicators

- Ensure that the appropriate number of staff is available, trained and understand their specific responder roles
- Train staff to understand how to acquire pharmaceuticals, medical materiel, and other equipment and supplies needed to respond

Evaluation/Quality Indicators

- Test the response protocols to ensure resources are appropriately mobilized

Objective 4.5: Assure that the public health emergency response plan is integrated within the overall emergency response system.

Planning/Policy Indicators

- Develop procedures, protocols, and agreements to establish and maintain effective collaborative relationships within the emergency response system
- Develop policies and plans to assure that all organizations that contribute to the public health response are able to effectively coordinate and integrate their efforts in delivering a system-wide response

Workforce/Training Indicators

- Train staff to understand their public health emergency responder role as it pertains to the larger emergency management response system

Evaluation/Quality Indicators

- Evaluate the plan through regular exercises/drills and post-event debriefings

EVENT

Objective 4.6: Implement the public health emergency response plan.

Planning/Policy Indicators

- Activate the plan and alert response personnel

Workforce/Training Indicators

- Deploy staff who are knowledgeable of their public health emergency responder role as it pertains to the larger emergency management response system

Evaluation/Quality Indicators

- Response plan is effectively implemented.
- Conduct post-event evaluation of the mobilization of community partnerships for emergency preparedness and response
- Evaluate plan effectiveness and update, as needed, through post-event debriefings

**#5. PUBLIC HEALTH INTERVENTIONS**

**Goal: In order to protect public health and safety, the public health system implement emergency health measures to control and contain an outbreak.**

PRE-EVENT

Objective 5.1: Ensure the following emergency public health and infection control measures can be activated and enforced in response to a public health emergency:

- Closure of places of public assemblage
- Mass distribution of personal protective equipment and instructions about proper use (e.g., respiratory mask)
- Evaluation and handling of the dead
- Isolation and medical evaluation for symptomatic or exposed persons (including mental health considerations)
- Mass distribution of medical supplies, medications, and mass vaccination
- Measures to be taken to protect the health of others if affected persons refuse treatment (e.g., detention, isolation, vaccination)
- Quarantine of geographic areas, buildings, etc.
- Restriction of travel
- Seizure of personal belongings (e.g., contaminated items, pets)
- Seizure of property (e.g., facilities, supplies, equipment, crops, livestock)

#### Planning/Policy Indicators

- Develop, review, and revise laws, rules, and regulations that clearly specify the public health authorities needed to activate and enforce emergency public health and infection control measures
- Develop procedures or algorithms to determine the appropriate use of emergency public health measures
- Jointly develop plans, policies, and procedures with response partners that clearly delineate responder roles and responsibilities during a public health emergency
- Develop multi-jurisdictional cooperative agreements for activating and enforcing emergency public health and infection control measures
- Develop medical examiner and coroner mass disaster plans that include plans for body storage, safety protocols for performing autopsies, and access to routine microbiologic testing
- Develop procedures and cooperative agreements to receive, repackage, distribute, and administer medical therapeutics and material from the National Pharmaceutical Stockpile
- Establish protocols or algorithms that identify which persons receive medical interventions including healthcare workers, public health investigators, and emergency responders and their families

#### Workforce/Training Indicators

- Identify and develop appropriate staff to activate emergency public health measures
- Train appropriate staff in vaccine administration and other medical interventions
- Train public health staff and response community partners in their roles and responsibilities for enforcing emergency public health measures
- Train appropriate staff in National Stockpile administration requirements
- Train emergency response partners (i.e., police, National Guard) to assist public health officials in enforcing emergency public health measures
- Integrate public health and medical experts into the operational aspects of the Incident Command System/Unified Command

#### Evaluation/Quality Indicators

- Review laws, rules, and regulations on a periodic basis
- Review and update plans and procedures on a periodic basis
- Exercise plans and procedures, and revise as needed, to demonstrate proficiency in activating and enforcing emergency public health and infection control measures

EVENTObjective 5.2: Activate and enforce the following emergency public health and infection control measures as appropriate:

- Closure of places of public assemblage
- Distribution of personal protective equipment and instructions about proper use (e.g., respiratory mask)
- Evaluation and handling of the dead
- Isolation and medical evaluation for symptomatic or exposed persons (including mental health considerations)
- Mass distribution of medical supplies, medications, and mass vaccination
- Measures to be taken to protect the health of others if affected persons refuse treatment (e.g., detainment, isolation, vaccination)
- Quarantine of geographic areas, buildings, etc.
- Restriction of travel
- Seizure of personal belongings (e.g., contaminated items, pets)
- Seizure of property (e.g., facilities, supplies, equipment, crops, livestock)

## Planning/Policy Indicators

- Activate public health laws, rules, and regulations that contain the authorities needed to initiate and enforce emergency public health measures
- Activate jointly developed plans, policies, and procedures for initiating and enforcing emergency public health measures
- Activate multi-jurisdictional cooperative agreements for initiating and enforcing emergency public health measures
- Activate medical examiner and coroner mass disaster plans
- Activate protocols for mass administration of vaccinations and other medical therapeutics
- Activate worker protection policies to ensure worker and family safety and security

## Workforce/Training Indicators

- Deploy public health staff and emergency response partners who are trained in their roles and responsibilities for enforcing these measures
- Deploy emergency response partners (i.e., police, National Guard) who are trained to assist public health officials in enforcing emergency public health measures

## Evaluation/Quality Indicators

- Evaluate effectiveness of implemented emergency public health and infection control measures
- Evaluate, and update as needed, the plan through agency-wide and system-wide post-event briefings or reviews