



## **Medina County Medical Reserve Corps Strategic Plan**

### ***Vision***

The Medina County Health Department, in cooperation with the Medina County Commissioners and the Medina County Emergency Management Agency, has developed the Medina County Medical Reserve Corps (MRC). The Medina County MRC will supplement existing local emergency and public health resources utilizing both medical professionals and others during times of need. To be ready to provide the rapid response needed in a disaster, volunteers need to be trained and organized. A key function of the Medina County MRC is to provide members with specialized training and preparation. Volunteers are needed during both emergency and non-emergency situations. In conjunction with public health, emergency, and other medical professionals, the MRC will help strengthen response efforts within the county. The Medina County Medical Reserve Corps will allow volunteers to use their professional expertise to improve the public health of their communities on an ongoing basis. During times of crisis and non-crisis, volunteers will supplement the existing public health infrastructure to improve overall preparedness and find ways to promote healthy behaviors, prevention of disease, and provision of care in the community.

### ***Mission***

The mission of the Medina County Medical Reserve Corps (MCMRC) is to improve the health and safety of our community by organizing public health, medical, and other volunteers. The MCMRC seeks to create an environment where our community is stronger, healthier, and better prepared.

### ***Program Need***

Medina County is the seventeenth most populous county in Ohio with 176,395 (2015 census) residents. The City of Medina, the county seat, had a population in 2015 of 26,481. The largest city in terms of population is Brunswick (34,512 - 2015 census). The City of Wadsworth, located in the southeast portion of the county, had 21,777 residents in 2015. In addition to the three cities, there are six villages and 17 townships located within Medina County.

There is only one health district in Medina County: The Medina County Health Department (MCHD). The MCHD is committed to improving the overall infrastructure of public health in Medina County. Our mission is to prevent disease, prolong life, assure a healthful environment, and to promote well-being for the residents of the county. MCHD works with many local partners in the county, as well as has regional collaboration for the development of emergency response plans and standard operating guidelines, and meeting specific target capabilities set for the by the Public Health Emergency Preparedness Grant. One of the key capabilities is Volunteer Management.

One of the greatest challenges the public health community continues to face is the need for pre-identified, credentialed and trained professionals to strengthen the ongoing efforts to mount a rapid and organized response to local emergencies. Therefore, volunteer management must be one of the priorities for public health. Without assistance from volunteers, it will be nearly impossible for the current public health employees (approx. 75) to implement protective measures for the entire county population within a limited (2-4 days) timeframe.

In Medina County, another area of concern relates to the functional needs population that warrant certain preparedness measures. Medina County has a significant Amish population estimated to be around 2000 people (neighboring Ashland County included). This population will challenge the Medina County Health Department (MCHD) during an incident in terms of proper notification, warning and information sharing. Certain measures will be attempted to properly inform and notify the Amish population to include, communications or flyers distributed to identified Bishops in the County, who can then disseminate information

to other Amish persons/families. Other measures will be taken as appropriate for proper notification and warning, including use of the Medina County Sheriff's Office deputies who can deliver flyers and/or inform the Amish Bishops of critical information during an incident.

## **CMIST Framework**

The CMIST profile was completed for Medina County in November of 2016. The CMIST framework includes five essential functional needs categories: C – Communication; M – Maintaining Health; I – Independence; S - Safety and Support; T – Transportation. It is estimated that 10% of the county's total population is considered to have a functional or access need. This tool will be utilized to assist with planning and preparedness needs of people with Functional Needs before, during and after an incident.

According to 2010 US Census and 2003 CDC databases for Medina County:

- 3600 residents have sensory disabilities
- 7800 have physical disabilities
- 2500 have self-care needs
- 5000 residents have mental health issues
- 4200 residents are without a vehicle

## **Goals**

- To continue to maintain the Medina County Medical Reserve Corps that is officially recognized by both the State and Federal governments.
- To develop a cadre of qualified medical, non-medical, and public health volunteers that can, on a temporary/emergency basis, assist the County in a voluntary capacity during a public health crisis.
- To provide a cadre of qualified personnel willing to volunteer time to the County in non-emergency activities requiring medical knowledge or expertise (e.g. community education).
- To maintain a strong membership on the Medical Reserve Corps through education, recruitment, and community outreach to familiarize the County as to the importance and benefits of having a MRC program.

## **Program Activities**

The objectives and strategies are outlined on the attached work plan. They primarily focus on the following areas:

### **1. Member Recruitment**

Member recruitment will entail identifying number and type of volunteers that are needed to build, sustain, and enhance our MRC program. The MCMRC has a clear role in the County and has a mission statement that is communicated to all potential volunteers. The MCMRC mission statement is utilized in all advertising campaigns for our unit. Our promotion and campaign efforts include multiple media outlets and styles of communication. MRC recruitment and promotion efforts range from web-based, mailings, email, social media, newspapers, presentations, referrals, radio, and community events. Our recruitment focus is on outreach and education to volunteers about the MRC in addition to increasing awareness on health issues and other public health initiatives. Our recruitment efforts also focus on recruiting volunteers from both medical and non-medical professions and those with other special skills that will be needed during any type of incident.

Member recruitment campaigns can be held throughout the year where opportunities to build membership are ideal, such as National Volunteer month (April), National Preparedness Month (September), and any County-wide event where the MRC is highlighted and education is provided about our mission, purpose, and objectives.

Our unit is currently comprised of medical professionals (65%) and non-medical professionals (35%). The majority of our medical professionals and volunteers in general include nurses (RN, LPN, NP). The unit can

be enhanced by recruitment of the following professions: pharmacists; mental health professionals; dental; EMT; Epi; sanitarians; clergy. Recruitment campaign may include advertisements; recruitment letters; social media; attendance at profession organization meetings.

## **2. Member Training and Development**

Training requirements and information on various training opportunities will be provided to MCMRC members that meet local, state and national MRC training guidelines. Core training programs provided by the MCMRC unit include Introduction to the MRC, held on a bi-annual basis.

This introductory training provides in-depth information about the MRC program at the local, state, and national level. This training also adheres to the MRC Core Competencies framework set forth by the National MRC office. Our current roster indicates (as of 2017) that 315 volunteers have completed the introductory training.

Our trainings also include components of NIMS/ICS guidelines. MRC members are required to complete an approved every three years to maintain liability protection and to maintain active status on the state registry system, Ohio Responds (<https://www.ohioresponds.odh.ohio.gov>)

A variety of other training programs will be offered for MCMRC volunteers. Possible sessions include:

- Introduction to the MRC:
  - Overview of Citizen Corps programs
  - MRC Core Competencies
  - County Partners and Collaboration
  - Registration on statewide database (Ohio Responds)
  - Required training (active vs. inactive status)
  - Liability Protection
  - Activation/mobilization (and where MRC fits in County EOP)
- Volunteer Reception Center: partner with Emergency Management Agency
- Vulnerable Populations / Functional Needs
- Distance Learning Opportunities: <http://www.fema.gov>; <https://www.ohioresponds.odh.ohio.gov>
- [www.ready.gov](http://www.ready.gov)
- [www.cdc.gov](http://www.cdc.gov)
- Health Department or county-wide exercises, drills, or trainings

## **3. Member Engagement**

The MCMRC is regularly informed of any applicable training opportunities, events, and/or exercises/drills. Additionally, the MCHD has developed a MCMRC webpage and it serves as a “one stop shop” for MCMRC information and updates. ([www.medinahhealth.org](http://www.medinahhealth.org))

## **4. Exercises / Alerts and Communication**

MCMRC members will have opportunities to participate in county-wide, regional or MCHD related exercises and/or drills as appropriate. Exercises and drills are held throughout the year and are determined by grant requirements in terms of type and frequency. MCMRC members will be notified as necessary if their participation is warranted in any specific exercise and/or drill.

MRC test alert communication drills will be conducted at minimum on a yearly basis. To test communication capabilities and response time, MCMRC volunteers will be sent notification alerts through the Ohio Responds message system and/or the MCHD website email communication system.

## **Program Evaluation**

The MCMRC program will be evaluated to provide information for improving and accounting for program effectiveness. MCHD staff as assigned will be engaged in the evaluation, design and implementation.

The frequency and necessity of program evaluation will be determined by the Director of Community Health or the MRC Coordinator. The work plan section further outlines details regarding measurable outcomes.

Evaluation methods may include survey distribution to the unit determine customer satisfaction and recommendations for improvement. The MRC unit will also be evaluated by periodic review of the 'Factors for Success' tool, developed by the National office, to help our unit address development, areas for improvement and overall successes.

Assessment and comparison over the plan timeframe will include documentation of increase in type and number of volunteers recruited; number of new volunteers trained; number of volunteers participating in trainings, exercises, events, and drills; assess number of new partnerships formed if applicable.

## ***Program Sustainability***

The MCMRC will be sustained through existing and new-found partnerships and by seeking new funding opportunities consistent with the MCMRC mission. In addition, funding is possible through the MCHD that can be utilized for MRC functions, activities, and events. We continue to work toward strengthening our sustainability and financial capacity through potential funding sources and/or in-kind services.

Our sustainability efforts will also include completion of and sustaining the NACCHO Challenge award project, which addresses the Functional Needs (FN) population in the county. The project includes identifying vulnerable populations in the county using the CMIST tool/framework. We will work to identify and engage agencies serving FN populations in our community. We will utilize MRC volunteers from our current roster and form a Steering Committee. The Steering Committee will be a part of the newly formed Coalition and will serve as "ambassadors" to our FN agencies. The MRC will also be involved in training and information sharing concerning the preparedness needs of FN people and the agencies they are involved with. As part of the Coalition, the MRC will be charged will helping fill service needs/ gaps related to preparedness. A community forum will be planned and held to include all appropriate partners, to start the discussion on preparedness and FN populations in our county. The result of the initial forum will be the formation of the county FN Coalition. The Coalition will provide opportunities for information sharing and address preparedness needs of FN people during emergencies. Create a county COIN (Community Outreach Information Network) based on Coalition membership. A network to improve community engagement, communication and resource/information in preparedness planning.

We will sustain relationships with partners and engage the community through continued Coalition activities and meetings. We will make efforts to offer training opportunities including county-wide exercises/drills to help with retention of Coalition members. We plan to continue to monitor and address the changing needs of FN population in our county using appropriate statistical data programs (CMIST). We plan to build the Coalition by agency type/member and be inclusive with all community organizations, to better address the preparedness needs of FN community. We will build and sustain the Medina County Community Outreach Information Network (COIN; CDC) which will be maintained by the Coalition membership. This network will serve as way to share resources, information, and overall will enhance emergency response planning in the FN community.

## Medina County MRC WORK PLAN

Timeframe: 01/20/2017– 1/20/2019

Staff: Jessica Miles, MEd., MCHES, MRC Coordinator

Performance Goal: Coordinate with local and regional partners to develop volunteer resources to support public health needs in Medina County.

Objectives	Action Steps	Progress Measurement	Progress Report
What are the specific results (targets) you want to achieve for this Goal? These are your performance measures for this Goal. Use SMART objectives.	How will you achieve your results (targets)? Describe the steps you will take to achieve each objective.	How will you know when you have achieved an objective? For each action step, specify the indicator(s) that will be used to measure your progress.	Did you achieve the objective? If not, describe the barrier(s) that prevented you from achieving it.
<b>ADMINISTRATION</b>			
1. By 12/2018 continue to maintain active status of the MCMRC unit per state and national guidelines.	1a. Maintain and update unit profile on the national site ( <a href="https://mrc.hhs.gov/HomePage">https://mrc.hhs.gov/HomePage</a> ) at least quarterly. 1b. Participate in Technical Assistance Assessment with the MRC Regional Coordinator as required. 1c. Comply with contractual agreement with NACCHO for Capacity Building Award (CBA) funds and/or Challenge Award funds if awarded.	Unit profile updated.  If TA completed.  Funding is acquired.	Profile last updated 11/2018  TA completed 6/6/2017  Applied for 2017 Challenge Award Applied for 2018 Challenge Award
2. By 10/1/2017, complete MCMRC Strategic Plan with measurable goals/objectives each year of 3 year plan.	2a. Complete a draft plan. 2b. Disseminate draft plan for comment by MCHD staff 2c. Revise plan and implement.	Strategic plan completed in 2/2013 & reviewed annually.	Strategic plan will be revised/updated annually. UPDATED 12/2018
3. By 12/30/2018 determine funds available to help sustain MCMRC program, for recruitment, training, and retention efforts.	3a. Apply for the 2017 NACCHO Challenge Award	Funding is acquired.	Application completed 12/2016. <b>NOA received 1/30/17.</b> Project includes Functional Needs planning and preparedness in the county. <b>Applying for 2018 NACCHO Challenge Award due: 12/13/17 –NOT awarded</b>

Objectives	Action Steps	Progress Measurement	Progress Report
<p>What are the specific results (targets) you want to achieve for this Goal? These are your performance measures for this Goal. Use SMART objectives.</p>	<p>How will you achieve your results (targets)? Describe the steps you will take to achieve each objective.</p>	<p>How will you know when you have achieved an objective? For each action step, specify the indicator(s) that will be used to measure your progress.</p>	<p>Did you achieve the objective? If not, describe the barrier(s) that prevented you from achieving it.</p>
<p>4. By 12/2017, re-institute the MCMRC Steering Committee. This committee will be combined with the newly formed County Functional Needs Committee. Hold meetings at least on a quarterly basis.</p>	<p>Invite Steering Committee to reconvene to discuss:  4a. Strategic plan  4b. Functional Needs Committee  4c. Training opportunities  4d. Review goals/objectives for committee  4e. Advisory committee meeting frequency</p>	<p>MCMRC Steering /Functional Needs Committee meeting held.</p>	<p>FN/Steering meetings have been held monthly since 5/2017, 6/2017, 7/2017, 9/2017, 10/2017, 11/2017, 12/2017, 1/2018, 2/2018, 3/2018, 4/2018, 5/2018, 6/2018, 7/2018, 8/2018/, 10/2018, 12/2018</p>
<b>MEMBER RECRUITMENT</b>			
<p>5. By 12/2018, develop the MRC for Strike Teams to include a Volunteer Reception Center Strike Team.</p>	<p>5a. Determine specific teams to be developed (Epi, etc.)  5b. Ascertain type/skill level of current MRC volunteers  5c. Determine training level of specific teams  5d. Create Strike Team based on type/skill level</p>	<p>Strike Teams developed re: pharmacists; mental health professionals; dental; EMT; Epi; sanitarians; clergy.</p> <p>Recruitment campaign may include advertisements; recruitment letters; social media; attendance at professional organization meetings.</p>	<p>A core of MRC volunteers have been trained in VRC operations (approx. 35). VRC exercise held 10/28/17.</p> <p>Pharmacist project/recruit through activities of grant and MRC; contact with Drug Mart Pharmacy; Strike Teams developed for RPh, Dental, MH, Sanitarians</p>
<p>6. By 12/2018 and on annual basis, develop targeted recruitment strategies for needed procession and develop strategies to increase MRC volunteers.</p>	<p>6a. Determine type of volunteers needed to build unit capacity  6b. Determine specific recruitment strategies to increase volunteers.  6c. Implement recruitment strategy  6d. Evaluate methods for recruitment</p>	<p>Increase of new volunteers by 10% by type and number</p>	<p>See above section. Attended Volunteer Recruit Fair 8/2017. 1 volunteer attended training from this event.</p>
<b>MEMBER ENGAGEMENT</b>			

Objectives	Action Steps	Progress Measurement	Progress Report
What are the specific results (targets) you want to achieve for this Goal? These are your performance measures for this Goal. Use SMART objectives.	How will you achieve your results (targets)? Describe the steps you will take to achieve each objective.	How will you know when you have achieved an objective? For each action step, specify the indicator(s) that will be used to measure your progress.	Did you achieve the objective? If not, describe the barrier(s) that prevented you from achieving it.
7. By 12/2018, identify at least 3 training opportunities for MRC participation in activities	7a. Identify and inform of training opportunities 7b. Identify and inform of activities, events, exercises, clinics 7c. Identify and inform of Safe Communities events	Participation in activities and exercises.	SC events: Click It Ticket 5/15/17, Farmers Market 7/15/17; Volunteer recruit fair 8/26/17; Amish safety event 9/5/17; Health center administrative activities- multiple dates County-wide Ex. 6/2017; Intro MRC 8/2017; VRC Ex. 10/2017
8. By 12/2017 hold annual Volunteer Recognition Event	8a. Determine event date 8b. Determine event venue 8c. Arrange catering service 8d. Arrange and confirm speaker if needed 8e. Awards/Giveaways/Volunteer of the Year	Event scheduled 12/13/2017 at the Career Center Café	Event held. MRC members recognized.  MRC recognition event planned for 4/2019
<b>EXERCISES/ ALERTS &amp; COMMUNICATION</b>			
9. By 12/2018, conduct at least two MRC communication drills with MCMRC volunteers.	9a. Compose message with pertinent information/instructions 9b. Submit message using OH Responds alert message system and/or the MCHD website email communication system 9c. Compile test results 9d. Complete After Action Report as required	Test alert communication drill conducted and completed. Drills will be conducted at minimum bi-annual basis.	OH Responds drill held 2/2017 in conjunction with a OH Responds Region Ex. Response rate was 12% MRC Drill held 12/12/18 – Response rate 25%
<b>MEMBER TRAINING &amp; DEVELOPMENT</b>			
10. By 12/2018, conduct an Introduction to MCMRC training session.	10a. Determine agenda and length of session. 10b. Determine date and location for session. 10c. Book and confirm speakers 10d. Determine methods for publicizing session. 10e. Prepare materials to publicize session. 10f. Publicize session. 10g. Prepare presentation for session. 10h. Confirm participating agencies. 10i. Evaluate session.	Session is conducted. Sessions to be held annually.	Last Session completed 9/2015.  Session completed 8/28/2017 Total new MRC trained = 10  Session completed 10/18/18 Total new MRC trained = 9

Objectives	Action Steps	Progress Measurement	Progress Report
<p>What are the specific results (targets) you want to achieve for this Goal? These are your performance measures for this Goal. Use SMART objectives.</p>	<p>How will you achieve your results (targets)? Describe the steps you will take to achieve each objective.</p>	<p>How will you know when you have achieved an objective? For each action step, specify the indicator(s) that will be used to measure your progress.</p>	<p>Did you achieve the objective? If not, describe the barrier(s) that prevented you from achieving it.</p>
<p>11. By 12/2018, conduct activities for Volunteer Reception Center (VRC) Development</p>	<p>11a. Work in conjunction with EMA for identification of one new VRC location.</p> <p>11b. Participate in drill/exercises to test VRC capabilities</p>	<p>VRC location is identified in county.</p> <p>Hold regular VRC trainings and exercises as permitted.</p>	<p>Cornerstone Chapel in Medina has been identified as additional VRC location. Initial meeting held 10/29/17. MOU in process. MOU to be completed by 1/2019</p> <p>VRC exercise held 10/28/2017 in conjunction with EMA at Medina Methodist Church Total MRC members now trained = 35</p>