Document F1

Focus Area 1 Worksheet:

Relationships with Relevant Agencies and Organizations

Focus Area 1: Relationships with Relevant Agencies and Organizations

To help you understand what is included in this Focus Area, review the following goals and keys to success.

GOALS FOR RELATIONSHIPS WITH RELEVANT AGENCIES AND ORGANIZATIONS:

Agency/jurisdiction can swiftly launch an outbreak response that is coordinated with all relevant agencies, minimizing confusion and redundant efforts and taking advantage of all available resources.

KEYS TO SUCCESS FOR FOCUS AREA 1:

"Keys to success" are activities, relationships, and resources that are believed to be critical to achieving success in a Focus Area. Determining whether an agency/jurisdiction has a particular key to success in place is somewhat subjective. Metrics, such as measures of time (e.g., rapidly, timely, and quickly), have not been defined. Your Workgroup should provide its own definitions for these terms, as is appropriate for your agency/jurisdiction, and use its best judgment in deciding whether a particular key to success is fully or partially in place.

Roles and responsibilities

- o Agency/jurisdiction determines in advance the role of the local incident command system in outbreak response.
- o Agency/jurisdiction has procedures for working with other agencies and organizations during an outbreak response. Procedures are written and easily accessible by staff.
- o Staff understand the likely roles/responsibilities of key agencies and organizations during an outbreak response, the resources they have available, and the contributions they can make to an outbreak response.
- o Agency/jurisdiction cross-trains with other key agencies and organizations to better understand their roles and responsibilities during an outbreak response.

Communication

- o Staff know how to contact key local, state, and federal agencies likely to be involved in outbreak response.
- o Agency/jurisdiction has procedures for communication between members of the outbreak response team and their agencies and with other agencies and organizations involved in foodborne outbreak response.
- o Staff undertake routine communication with key agencies and organizations before an outbreak occurs.

Multijurisdictional outbreaks

- o Staff readily recognize signs suggestive of a multijurisdictional foodborne disease outbreak.
- o Staff rapidly notify agencies that might need to participate in a multijurisdictional outbreak response or that might be affected by the event.

Making changes

- o Agency/jurisdiction conducts a debriefing among investigators following each outbreak response and refines outbreak response planning based on lessons learned.
- o Agency/jurisdiction has performance indicators related to relationships with other relevant agencies and organizations and routinely evaluates its performance in this Focus Area.

List the persons participating in the discussion of this Focus Area and list their affiliations.

1. DESCRIBE YOUR CURRENT ACTIVITIES AND PROCEDURES IN THIS FOCUS AREA.

Considering the keys to success on the previous page, describe your agency's/jurisdiction's current activities and procedures in this Focus Area. Refer to written protocols, if available, and materials related to ongoing efforts in capacity development or quality improvement (e.g., FDA Retail and Manufactured Food Regulatory Program Standards). As you list current activities and procedures related to this Focus Area, indicate those that might need work to improve your agency's/jurisdiction's response to foodborne disease outbreaks.

Activity/Procedure	Needs Improvement? ✓
	☐
	☐
	☐
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2. PRIORITIZE CIFOR RECOMMENDATIONS TO ADDRESS NEEDED IMPROVEMENTS.

Having identified activities and procedures in need of improvement, review the CIFOR recommendations related to this Focus Area. Rate the priority for implementing each recommendation based on its likely impact on foodborne outbreak response at your agency/jurisdiction and available resources. Use a scale of 1 to 5 to rate each recommendation (1 = Low priority for implementation and 5 = High priority for implementation). If a recommendation is already in place in your agency/jurisdiction, check the appropriate box. If a recommendation is not relevant to your agency/jurisdiction, select N/A. **Refer to the hyperlinked section numbers to view the recommendation as it appears in the CIFOR *Guidelines*.**

	Already in place	Priority for Implementation or Improvement (LOW – HIGH)
Roles and responsibilities		
Decide in advance whether and how to apply the incident command system (ICS) in the response to a foodborne disease outbreak and incorporate the ICS structure into response planning. Regardless of the decision, if intentional contamination is suspected in an outbreak or someone claims to have tampered with food and the threat is deemed credible, the ICS should be activated (3.10.3)	☐	1 2 3 4 5 N/A
If the decision is made to routinely apply an ICS structure to foodborne disease outbreak response, coordinate planning with other agencies that might be drawn into the investigation and response. (3.10.3)	☐	1 2 3 4 5 N/A
Prepare an outbreak response protocol. Include the agency's role in a response, whether to apply the ICS structure, staff that might be involved (e.g., the outbreak response team), contact information for relevant agencies, communication processes with those agencies, and escalation procedures for involving other agencies. The protocol should be written and easily accessible to staff. (3.2.3.3) (3.1.1)	☐	1 2 3 4 5 N/A
Ensure that the agency has the legal authority to conduct all functions included in its outbreak response protocol (e.g., investigation, data sharing, enforcement, regulation). (3.8)	☐	1 2 3 4 5 N/A
Ensure that staff know the roles and responsibilities of other local, state, and federal agencies in outbreak response and factors that influence which agencies need to be involved in particular outbreak investigations. (3.1.1)	☐	1 2 3 4 5 N/A
Train individual members of the outbreak response team in the agency's outbreak response protocol and the member's team role. (3.2.3.4)	☐	1 2 3 4 5 N/A
If the decision is made to routinely apply an ICS structure to foodborne disease outbreak response, provide ICS training to the outbreak response team using foodborne disease outbreak examples so that all team members clearly understand how to use the ICS structure in an outbreak situation. (3.10.4)	☑	1 2 3 4 5 N/A

	Already in place	Priority for Implementation or Improvement (LOW – HIGH)
Roles and responsibilities (cont'd)		
Exercise the outbreak response team together to ensure each member understands and can perform his or her role according to agency-specific protocols and legal authorities and understands the roles and responsibilities of other team members. (3.2.3.3) (3.2.3.4)	✔	1 2 3 4 5 N/A
Additional ideas:		
Communication		
Decide on the basis of roles who (both in and outside the agency) will be notified when an outbreak is suspected, including any changes in notification according to the nature of the outbreak (e.g., pathogen type, involvement of commercial product) and timing (weekends and holidays versus week days). (3.2.3.3) (3.6.2.2)	✔	1 2 3 4 5 N/A
Regardless of the decision to routinely apply an ICS structure to foodborne disease outbreak response, if intentional contamination is suspected in an outbreak or someone claims to have tampered with food, notify law enforcement officials. (3.10.3)	✔	1 2 3 4 5 N/A
Prepare contact information (including after-hours numbers) for persons in and outside the agency (e.g., other local, state, and federal agencies) who should be notified in the event of an outbreak. (3.2.3.3) (3.6.2.1)	✔	1 2 3 4 5 N/A
Ensure the contact list is updated at least twice yearly and, when feasible, made available to all stakeholders in both electronic and hard copy formats. (3.6.2.1)	☐	1 2 3 4 5 N/A
Distribute a list of your agency's contacts to other agencies. (3.6.2.3)	☐	1 2 3 4 5 N/A
Ensure members of the outbreak response team know each other before an outbreak occurs. (3.6.2.2)	☐	1 2 3 4 5 N/A
Establish routine communication among outbreak response team members before an outbreak occurs. (3.6.2.2)	☐	1 2 3 4 5 N/A
Develop a formal communication process for agencies on the outbreak response team to use during outbreaks. (3.6.2.2)	☐	1 2 3 4 5 N/A
Determine whether confidential information can be shared with agencies on the outbreak response team and other authorities. (3.6.2.2) (3.6.2.3) (7.3)	☐	1 2 3 4 5 N/A

	Already in place	Priority for Implementation or Improvement (LOW – HIGH)
Communication (cont'd)		
Develop procedures for sharing information with other agencies (e.g., other local, state, or federal agencies) during an outbreak, including notification triggers, timelines, and who will be responsible for notifying those agencies. (3.6.2.3) (7.3)	☑	1 2 3 4 5 N/A
Foster working relationships with other agencies that might be involved in the response to a foodborne outbreak, holding joint meetings and planning sessions before any outbreaks occur. (3.6.2.3)	☑	1 2 3 4 5 N/A
Additional ideas:		
Multijurisdictional outbreaks		
Establish a framework for rapidly assessing whether a given foodborne disease outbreak or other event affects multiple jurisdictions (i.e., is multijurisdictional). (Table 7.3)	☑	1 2 3 4 5 N/A
Put mutual aid agreements or memoranda of agreement in place to facilitate outbreak investigation and response across jurisdictions. (9.0.2)	☑	1 2 3 4 5 N/A
Establish protocols to allow rapid and open information sharing between public health and food-regulatory agencies. (7.3)	☑	1 2 3 4 5 N/A
Establish processes for participating in multiagency, multijurisdiction conference calls; train staff in appropriate conference call etiquette.(3.6.2.3)	☐	1 2 3 4 5 N/A
Conduct regional training with staff from multiple agencies, including table-top exercises, to improve multijurisdictional response. (3.2.3.4)	☐	1 2 3 4 5 N/A
After recognizing a possible multijurisdictional outbreak, immediately notify agencies that might need to participate in the investigation or that might be affected by the outbreak. (7.2)	☐	1 2 3 4 5 N/A
During a multijurisdictional outbreak, designate a coordinating office to collect, organize, and disseminate collective data from the investigation. The coordinating office must have sufficient resources, expertise, and legal authority to collect, organize, and disseminate data from the investigation. (7.3)	☐	1 2 3 4 5 N/A
If possible, coordinate the investigation at the level at which the outbreak originally was detected and investigated (i.e., where most of the relevant investigation materials will reside). (7.3)	☐	1 2 3 4 5 N/A

	Already in place	Priority for Implementation or Improvement (LOW – HIGH)
Multijurisdictional outbreaks (cont'd)		
Shift leadership in an outbreak response to reflect the focus of the investigation at the time. Plan the shift of leadership in advance and communicate the plan to the entire outbreak response team. (7.3)	☐	1 2 3 4 5 N/A
Coordinate the investigation of human illness outbreaks within public health agencies. (7.3)	☐	1 2 3 4 5 N/A
Coordinate the investigation of food contamination events within food-regulatory agencies. (7.3)	☐	1 2 3 4 5 N/A
Coordinate the release of information about an outbreak response with the lead agency to provide a consistent message about the progress of the investigation or the source of the outbreak. (7.3)	☐	1 2 3 4 5 N/A
When an incident involves an agricultural commodity and the bulk of the commodity is produced in only certain states, notify those state agricultural agencies of the outbreak and its progress. (7.3)	☑	1 2 3 4 5 N/A

Additional ideas:

Making changes		
After each outbreak, conduct a debriefing with all collaborating agencies, summarizing the effectiveness of communication and coordination among jurisdictions and identifying gaps or problems that arose during the investigation. Refine the agency's outbreak response protocol and relationships with other agencies based on these discussions. (3.2.3.4)	☑	1 2 3 4 5 N/A
If an agency does not have frequent outbreaks, arrange for team members to assist in responses to outbreaks in other jurisdictions to promote learning and provide valuable insights that can be used to refine the agency's response protocol. (3.2.3.4)	☑	1 2 3 4 5 N/A

Additional ideas:

3. MAKE PLANS TO IMPLEMENT SELECTED CIFOR RECOMMENDATIONS.

For each CIFOR recommendation selected in the previous step (or idea formulated by the Workgroup), identify who might take the lead in implementing the recommendation and the timeframe for implementation (e.g., a specific completion date or whether the change is likely to require short-, mid- or long-term efforts). If certain actions must precede others, make a note of this and adjust the timeframe. In addition, consider factors that might positively or negatively influence implementation of the recommendation and ways to incorporate the recommendation into your agency's/jurisdiction's standard operating procedures.

CIFOR recommendations or other ideas from previous step	Lead person	Timeframe	Notes (e.g., necessary antecedents, factors that might influence implementation, ways to incorporate the recommendation into standard operating procedures)

Date worksheet completed _____