

FOCUS AREA 1
WORKSHEET:
Relationships with
Relevant Agencies and
Organizations

TRACK: PLANNING AND PREPARATION
Focus Area 1: Relationships with Relevant Agencies and Organizations

Complete this worksheet if “relationships with relevant agencies and organizations” is a high-priority Focus Area for efforts to improve foodborne disease outbreak-related activities in your agency or jurisdiction. (NOTE: The term “agency/jurisdiction” refers to the entity for which your workgroup is making decisions. See your completed “Preliminaries” worksheet for a definition.)

List the individuals participating in the discussion of this Focus Area (and their affiliations).

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:

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

1. PRIORITIZE THE KEYS TO SUCCESS FOR RELATIONSHIPS WITH RELEVANT AGENCIES AND ORGANIZATIONS

“Keys to success” are activities, relationships, and resources that are critical to achieving success in a Focus Area. Determining whether an agency/jurisdiction has a particular key to success in place and whether there is need for improvement 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. Rate the priority for implementing each key to success 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 key to success (1=low priority for implementation, and 5=high priority for implementation). If a key to success is already in place in your agency/jurisdiction, check the appropriate box. If a key to success is not relevant to your agency/jurisdiction, select N/A.

Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW ----- HIGH				
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Roles and responsibilities

- Agency/jurisdiction determines in advance the role of the local incident command system in outbreak response.

Notes (activities, procedures, or comments):

	1	2	3	4	5	N/A
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- Agency/jurisdiction has procedures for working with other agencies and organizations during an outbreak response. Procedures are written and easily accessible by staff.

Notes (activities, procedures, or comments):

	1	2	3	4	5	N/A
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Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW ----- HIGH					
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- 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.

Notes (activities, procedures, or comments):

1 2 3 4 5 N/A

- Agency/jurisdiction cross-trains with other key agencies and organizations to better understand their roles and responsibilities during an outbreak response.

Notes (activities, procedures, or comments):

1 2 3 4 5 N/A

Communication

- Staff know how to contact key local, state, and federal agencies likely to be involved in outbreak response.

Notes (activities, procedures, or comments):

1 2 3 4 5 N/A

- 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.

Notes (activities, procedures, or comments):

1 2 3 4 5 N/A

- Staff undertake routine communication with key agencies and organizations before an outbreak occurs.

Notes (activities, procedures, or comments):

1 2 3 4 5 N/A

Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW ----- HIGH					
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Multijurisdictional outbreaks

- Staff readily recognize signs suggestive of a multijurisdictional foodborne disease outbreak.

Notes (activities, procedures, or comments):

<input type="checkbox"/>	1	2	3	4	5	N/A
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- Staff rapidly notify agencies that might need to participate in a multijurisdictional outbreak response or may be affected by the event.

Notes (activities, procedures, or comments):

<input type="checkbox"/>	1	2	3	4	5	N/A
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Making changes

- Agency/jurisdiction involves investigation and response team members in a debriefing or after-action review following each outbreak to improve future investigation practices and to prevent future outbreaks based on lessons learned.

Notes (activities, procedures, or comments):

<input type="checkbox"/>	1	2	3	4	5	N/A
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- Agency/jurisdiction has performance indicators related to relationships with relevant agencies and organizations and routinely evaluates its performance in this Focus Area and tracks progress as part of its continuous process improvement program(s).

Notes (activities, procedures, or comments):

<input type="checkbox"/>	1	2	3	4	5	N/A
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2. PRIORITIZE CIFOR GUIDELINES RECOMMENDATIONS TO ADDRESS NEEDED IMPROVEMENTS

Having identified activities and procedures in need of improvement, review the CIFOR Guidelines recommendations related to this Focus Area (listed below). 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 blue underlined section number following each recommendation to view the recommendation as it appears in the CIFOR Guidelines.**

	Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW - - - - - HIGH					
<ul style="list-style-type: none"> Decide in advance whether and how to apply the incident command system (ICS) in response to a foodborne disease outbreak and incorporate the ICS structure into response planning. (7.2.3) (Box 7.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> If the decision is made to routinely apply an ICS structure to foodborne disease outbreak response, coordinate planning with other agencies that may be drawn into the investigation and response. (7.2.3) (Box 7.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Prepare an outbreak response protocol. Include the agency's role in a response, whether to apply the ICS structure, staff that may 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. (3.1.2) (3.2.1) (7.2.3) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Ensure that the agency has the legal authority to conduct all functions included in its outbreak response protocol (e.g., investigation, data sharing, enforcement, and regulation). (2.1) (2.4.1) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> 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. (3.1.2) (2.4.1) (Table 3.1) (Table 3.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Ensure that staff understand jurisdictional issues with agencies within or adjacent to their jurisdiction that have some level of autonomy and operate their own public health programs (e.g., tribes, the military, and the National Park Service). (3.1.3) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Establish relationships with these agencies before any outbreaks. (3.1.3) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Consider the development of memoranda of understanding with tribal organizations within or adjacent to the jurisdiction to establish lines of communication and reciprocal support during public health emergencies before an emergency occurs. (3.1.3) 	<input type="checkbox"/>	1	2	3	4	5	N/A

TRACK: PLANNING AND PREPARATION
Focus Area 1: Relationships with Relevant Agencies and Organizations

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<ul style="list-style-type: none"> Establish relationships and communication pathways with law enforcement agencies before any outbreak. (3.1.3) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Establish relationships with academic centers that might provide technical assistance or services during foodborne disease investigations, and clarify expectations for their role in outbreak response before any outbreak. (3.1.3) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Determine the composition of the foodborne disease outbreak response team and pre-assign specific tasks before any outbreaks. (3.2.1) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Train individual members of the outbreak response team in the agency's outbreak response protocol and the member's team role. Training should be provided for additional tasks outside of a team member's regular role that they might be required to perform. (3.2.2) (Table 3.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Regardless of whether an agency elects to apply the ICS structure to its 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. (7.2.3) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Exercise the outbreak response team together to ensure that each member understands and can perform their role according to agency-specific protocols and legal authorizations and understands the roles and responsibilities of other team members. (3.2.1) (3.2.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A

Additional ideas:

Communication

<ul style="list-style-type: none"> Decide on the basis of roles who (both in and outside the agency) will be notified when an outbreak is suspected, and 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 weekdays). (3.1) (3.2.1) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Prepare contact information (including after-hours contact information) for people in and outside the agency (e.g., other local, state, and federal agencies; important food industry contacts; key health care providers; primary media contacts) who might be notified in the event of an outbreak. (3.5.1) (3.1.1) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Ensure that the contact list is updated at least twice yearly and, when feasible, made available to all stakeholders in both electronic and hard copy formats. (3.5.1) 	<input type="checkbox"/>	1	2	3	4	5	N/A

	Already in Place	Priority for Implementation or Improvement in Your Agency/Jurisdiction LOW ----- HIGH					
<ul style="list-style-type: none"> Distribute a list of your agency's contacts to other agencies. Provide contact list in electronic and hard copy formats. (3.5.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Ensure that members of the outbreak response team know each other before an outbreak occurs. (3.5.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Establish routine communication among outbreak response team members before an outbreak occurs. (3.5.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Develop a formal communication process for agencies represented on the outbreak response team for use during outbreaks. (3.5.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Determine whether confidential information can be shared with agencies represented on the outbreak response team and other authorities. (3.5.2) (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> 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. (3.5.2) (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> 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. (3.5.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A

Additional ideas:

Multijurisdictional outbreaks

<ul style="list-style-type: none"> Establish a framework for rapidly assessing whether a given foodborne disease outbreak or other event affects multiple jurisdictions. (7.4) (7.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Put mutual aid agreements or memoranda of agreement in place to facilitate outbreak investigation and response across jurisdictions. (2.1.1) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Establish protocols to allow rapid and open information sharing between public health and food-regulatory agencies. Public health officials should ensure that their agencies have the legal authority needed to share information and that their professional staff understand those authorizations. (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Establish processes for participating in multiagency, multijurisdictional conference calls, and train staff in appropriate conference call etiquette. (3.5) (7.4.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Conduct regional training with staff from multiple agencies, including tabletop exercises, to improve multijurisdictional response. (3.2.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A

TRACK: PLANNING AND PREPARATION
Focus Area 1: Relationships with Relevant Agencies and Organizations

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<ul style="list-style-type: none"> After recognizing a possible multijurisdictional outbreak, immediately notify agencies that might need to participate in the investigation or might be affected by the outbreak. (7.2.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> 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. (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> 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). (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> 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. (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Coordinate the investigation of human illness outbreaks within public health agencies. (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> Coordinate the investigation of food contamination events within food-regulatory agencies. (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> 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. (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A
<ul style="list-style-type: none"> When an incident involves an agricultural commodity and the bulk of the commodity is produced in a limited number of states, notify those state agricultural agencies of the outbreak and its progress. (7.4) 	<input type="checkbox"/>	1	2	3	4	5	N/A

Additional ideas:

Making changes

<ul style="list-style-type: none"> After each outbreak, conduct a debriefing (after-action meeting) 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. (7.5) (3.2.2) 	<input type="checkbox"/>	1	2	3	4	5	N/A
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Additional ideas:

3. MAKE PLANS TO IMPLEMENT SELECTED CIFOR GUIDELINES RECOMMENDATIONS

For each CIFOR Guidelines recommendation selected in the previous steps (or idea formulated by the workgroup), identify who will take the lead in implementing the recommendation and the time frame 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 time frame. In addition, consider factors that could 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 steps	Lead person	Time frame for implementation	Notes (e.g., necessary antecedents, factors that might influence implementation, ways to incorporate the recommendation into standard operating procedures)

One person should be given responsibility for monitoring progress in implementing the above CIFOR Guidelines recommendations. Follow-up should occur at specified checkpoints (e.g., 3, 6, 9, and 12 months after the start of the Toolkit process), and results should be shared with the entire workgroup.

DATE WORKSHEET COMPLETED: _____

NEXT DATE FOR FOLLOW-UP ON PROGRESS: _____