

Stakeholder Mapping by Phase

This tool allows you to identify partner organizations who work with populations facing an inequitable burden of health impacts during each phase of the disaster cycle (NOTE: the same organizations will likely be listed for multiple, if not all, phases of the disaster cycle though their roles in each cycle may differ).

Organizations may represent private, nonprofit, or government entities and/or a specific interest, mission, or population within the community (e.g. LGBTQIA+ youth , a cultural or linguistic group). It also helps to outline roles, agreements in place, and special considerations (e.g. how and when to engage, cultural/linguistic considerations, physical needs).

Complete the worksheet for each phase of the response by providing the following:

1. Names of the potential stakeholder organizations and point of contact.
2. Each organization's sector.
3. Each partner's interest, as indicated by their vision, mission, objectives, or other statement of purpose.
4. Population served by each organization, such as a particular location, older adults, people with disabilities, a certain cultural group, speakers of a certain language, etc.
5. Each organization's agreed or potential role in each phase of the disaster cycle. This may be based on their interest in the community as well as their assets, such as buildings, equipment, and people.
6. Indication of a formal agreement, protocol, or memorandum of understanding in place with each organization that stipulates their role. If you do have an agreement, record the date it was last updated.
7. Notes about each partner, such as how and when to engage, cultural/linguistic considerations, or physical needs.

Review the worksheets regularly to ensure the information remains accurate.

HiAP Strategies Mapped to Disaster Cycle Phase

Strategies	Mitigation	Preparedness	Response	Recovery
Enhance workforce capacity	✓	✓		
Coordinate funding and investments	✓	✓	✓	✓
Integrate research, evaluation, and data systems	✓	✓	✓	✓
Synchronize communication and messaging	✓	✓	✓	✓
Implement accountability structures	✓	✓	✓	
Develop and form cross-sector collaborations	✓	✓	✓	✓
Incorporate health into decision-making	✓	✓	✓	✓

Disaster Management Plan Health & Equity Review Workgroup

This worksheet can be used to identify potential members of a disaster management plan review workgroup. The workgroup's function is to examine the plan that governs disaster activities in the locality to ensure that health and equity are being recognized, addressed, and measured.

First, identify a leader with experience in both public health and disaster management to oversee the process. The workgroup leader should determine:

- Elements of the plan to be reviewed
- Overall goals and objectives for health and equity
- Appropriate workgroup members

For each sector involved in the implementation of the goals and objectives, identify a point of contact, and indicate their responsibilities in the plan. Workgroup members will determine the timeline and the tools for review; examples might include a health lens analysis, root cause analysis, or a health impact assessment.

Workgroup Leader

Leader	
Name	
Position	
Email	
Responsibilities	<ol style="list-style-type: none">1.2.3.4.

Disaster Management Plan

Health & Equity Review Workgroup

Workgroup Members

Sector	Name	Position	Email	Goals/Objectives	Responsibilities
Recovery planning					
Communications					
Social and medical services					
Public health services					
Housing and infrastructure					
Environmental hazards					
Financial/logistic support					
Food and water					
Business / economy					
Utilities					

Stakeholder Mapping: Preparedness Phase

Organization, Point of Contact	Sector (private, non-profit, government)	Interest	Population Served	Role	Agreement (Y/N, Date)	Notes

From Disaster Recovery Toolkit for Local Government

Stakeholder Mapping: Mitigation Phase

Organization, Point of Contact	Sector (private, non-profit, government)	Interest	Population Served	Role	Agreement (Y/N, Date)	Notes

From Disaster Recovery Toolkit for Local Government

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Stakeholder Mapping: Response Phase

Organization, Point of Contact	Sector (private, non-profit, government)	Interest	Population Served	Role	Agreement (Y/N, Date)	Notes

From Disaster Recovery Toolkit for Local Government

Recovery Plan

For each sector involved in the recovery phase, the disaster management officials lead should identify the roles, actions, and responsibilities. This template allows you to break those activities down, estimate the cost, funding method, and measures to indicate progress on health and equity. In other words, how recovery staff will determine that the goal has been accomplished while ensuring that resources are equitably distributed, high-risk individuals and communities are prioritized, and that policies and activities do not have negative health impacts.

Sector: (Ex: recovery, communications, social & medical services, public health, housing, environmental hazards, food & water, business, utilities)					
Goal	Actions	Responsibility	Timeline	Resources	Measures
What is the intended outcome?	What projects and initiatives will achieve the goal?	Who is responsible for the activities?	What is the target completion date for the activity?	What is the estimated cost? How will the activity be funded?	What information will indicate progress?
Ex: Prevent hazardous waste from contaminating ground water in rural locations	Ex: Pick-up hazardous waste in rural housing to safely dispose after disaster-event	Ex: EH & Waste management	Ex: Scheduled within six months	Ex: \$5,000	Ex: Number of homes visited

Stakeholder Mapping: Recovery Phase

Organization, Point of Contact	Sector (private, non-profit, government)	Interest	Population Served	Role	Agreement (Y/N, Date)	Notes

From Disaster Recovery Toolkit for Local Government

Essential Disaster Recovery Activities

For each sector, indicate all disaster recovery activities for which individuals and organizations in that sector are responsible. Indicate specific positions with the jurisdiction's government agencies, community groups, and businesses that can support these activities, as well as names and contact information.

Recovery Activity Categories	Activity Description & Capabilities	Potential Positions	Names/Contact Info
Leadership and administration			
Policy and oversight			
Community outreach			
Funding and financial management			
Community planning and land use			
Housing			
Infrastructure			
Natural and cultural resources			
Economic recovery			
Public health and welfare			

HiAP & Disaster Screening Tool

Introduction to this Screening Tool

Both HiAP and public health preparedness strategies attempt to address upstream causes of negative health outcomes. This tool provides environmental health practitioners with a menu of activities recommended in each phase of the disaster cycle and maps them to the seven HiAP strategies. It provides examples and considerations to support environmental health practitioners as they advance efforts to improve health and equity in planning for and responding to disasters.

This tool can be used to consider collaborative approaches and activities given the situational processes, organizational capacity, available time and resources (human, financial, etc.), political context, strength of relationships, and evidence available to examine health effects as a general framework to help select HiAP strategies that fit each situation.

Practitioners can use the worksheet to identify relevant HiAP strategies for each phase for their purposes in the disaster cycle.



Develop & Form Cross-Sector Collaborations

Collaboration, which involves coordination, cooperation, and communication, is an integral part of emergency operations but often fails due to poor preparation and a lack of relationship building. A HiAP framework can help partnering organizations share governance, communication, values, and common goals within a jurisdiction.

Incorporate Health into Decision Making

Health officials should strive to participate in the recovery planning effort and ensure that health and wellbeing is considered in all decisions and actions, rather than limited to health protection and disease control functions.

Enhance Workforce Capacity

Emergency management professionals exercise and train for disasters in the preparedness phase. Consistently conducting emergency exercises ensures that responders and community members know who to call, what to do, and how to manage resources before a disaster occurs.

Coordinate Funding & Investments

Preparedness staff can work with partners to develop cooperative agreements and contracts that include health equity criteria. During the mitigation and recovery phases, investments in rebuilding and revitalization projects should be distributed equitably.

Integrate Research, Evaluation & Data Systems

In the mitigation phase, include data and research from governmental and private actors to evaluate policies, plans, programs, and projects (P4s) for public health and safety impacts. HiAP tools such as health impact assessments or health impact reviews examine the health and equity impacts of existing and proposed P4s.

Synchronize Communication & Messaging

Consistent communication with partners and community members is paramount in all phases of the disaster cycle. Establishing standard messages about response measures such as evacuations, boil water notices, and the location of shelters can direct residents to safety and prevent illness and death.

Implement Accountability Structures

Ensure a single designated authority oversees the disaster response and that authority is accountable up, down, and across the incident. Creating shared accountability measures can help establish trust with response teams and communicators and can hasten recovery.

Preparedness Phase Worksheet

This worksheet can be used in the preparedness phase to decide which strategies fit the context and are feasible to implement in a specific locality. The seven strategies are mapped to example activities in this phase with columns for identifying resources needed and contextual considerations that apply to your situation.

This worksheet can also be used to spark ideas regarding health and equity. The two columns to the right are for you to assess whether this particular activity fits the needs of their community. Contextual considerations include:

- **Political:** How much political division or controversy exists? Is there a champion for the activity? Will there be opposition?
- **Openness:** Openness is different from political considerations as it addresses the atmosphere among the partners. It is an indication of how hard it might be to change an approach.
- **Data needs:** Do you have the correct data at the correct scale? If not, can it be created? If so, what are the barriers?
- **Timeline for implementation:** Can the steps for any changes take place before the next phase or in time to make a difference in this phase?

HiAP Strategy	Example Activities	Resource Needs (What resources do you have available? Is there a gap in funding or human resource capacity?)	Contextual Considerations (Political, Openness, Data Needs, Timeline for Implementation)
1. Developing and structuring cross-sector relationships	Collaboratively assess incentives for active participation for all partners and realign as needed		
2. Incorporating health into decision making processes	Assess response plans for unintended negative impacts on health and equity and update as needed		
3. Enhancing workforce capacity	Provide training to partners on including hard to reach populations, such as the unhoused, when creating response plans		
4. Coordinating funding and investments	Create an integrated reporting system so that partners are aware of funding sources, activities, and opportunities to apply for new funds		
5. Integrating research, evaluation, and data systems	Add preparedness-related outcome data to a community-facing website		
6. Synchronizing communications and messaging	Create community educational materials and planning tools with partners in multiple languages		
7. Implementing accountability structures	Evaluate the integration of equity in new plans using a tool such as the Racial Equity Impact Assessment or a rapid Health Impact Assessment		

Mitigation Phase Worksheet

This worksheet can be used in the mitigation phase to decide which strategies fit the context and are feasible to implement in a specific locality. The seven strategies are mapped to example activities in this phase with columns for identifying resources needed and contextual considerations that apply to your situation. The two columns to the right are for users to assess whether this particular activity fits the needs of their community.

Contextual considerations include:

- **Political:** How much political division or controversy exists? Is there a champion for the activity? Will there be opposition?
- **Openness:** Openness is different from political considerations as it addresses the atmosphere among the partners. It is an indication of how hard it might be to change an approach.
- **Data needs:** Do you have the correct data at the correct scale? If not, can it be created? If so, what are the barriers?
- **Timeline for implementation:** Can the steps for any changes take place before the next phase or in time to make a difference in this phase?

HiAP Strategy	Example Activities	Resource Needs	Contextual Considerations (Political, Openness, Data Needs, Timeline for Implementation)
1. Developing and structuring cross-sector relationships	Develop partnerships with homebuilders/developers, landlords, realtors, and other land use professionals		
2. Incorporating health into decision-making processes	Incorporate preparedness staff into land use		
3. Enhancing workforce capacity	Require that preparedness staff attend at least one training per year on mitigation strategies (e.g. American Planning Association)		
4. Coordinating funding and investments	Support grant applications from land banks and other partners to purchase land that floods		
5. Integrating research, evaluation, and data systems	Partner with communities to collect, analyze, share, and disseminate data on new mitigation strategies		
6. Synchronizing communications and messaging	Incorporate links to health risk information into partner websites		
7. Implementing accountability structures	Evaluate mitigation activities in terms of lives saved		

Response Phase Worksheet

This worksheet can be used in the response phase to decide which strategies fit the context and are feasible to implement in a specific locality. The seven strategies are mapped to example activities in this phase with columns for identifying resources needed and contextual considerations that apply to your situation. Activities are examples to illustrate how the HiAP approach can be used and to spark creative methods of focusing on health and equity considerations. The two columns to the right are for you to assess whether this particular activity fits the needs of your community.

Contextual considerations include:

- **Political:** How much political division or controversy exists? Is there a champion for the activity? Will there be opposition?
- **Openness:** Openness is different from political considerations as it addresses the atmosphere among the partners. It is an indication of how hard it might be to change an approach.
- **Data needs:** Do you have the correct data at the correct scale? If not, can it be created? If so, what are the barriers?
- **Timeline for implementation:** Can the steps for any changes take place before the next phase or in time to make a difference in this phase?

HiAP Strategy	Example Activities	Resource Needs	Contextual Considerations (Political, Openness, Data Needs, Timeline for Implementation)
1. Developing and structuring cross-sector relationships	Provide training to supermarket and corner store employees on emergency food safety		
2. Incorporating health into decision making processes	Create health-based prioritization criteria for clearing roads		
3. Enhancing work-force capacity	Survey all health department staff to identify response capabilities outside environmental health		
4. Coordinating funding and investments	Apply to foundations with community partners for recovery funding programs to leverage government funding		
5. Integrating re-search, evaluation, and data systems	Gather primary data in the community related to public health needs and barriers to recovery		
6. Synchronizing communications and messaging	House all current communications and messaging materials in a single drive and make it available in real time to partners (e.g. Google drive or OneDrive)		
7. Implementing accountability structures	Review, document, and publicly display evaluation data from environmental health processes		

Recovery Phase Worksheet

This worksheet can be used in the preparedness phase to decide which strategies fit the context and are feasible to implement. The seven strategies are mapped to example activities in this phase with columns for identifying resources needed and particular contextual considerations that apply to your particular situation. This worksheet should be used to spark ideas to focus on health and equity. The two columns to the right are for you to assess whether this particular activity fits the needs of your community.

Contextual considerations include:

- **Political:** How much political division or controversy exists? Is there a champion for the activity? Will there be opposition?
- **Openness:** Openness is different from political considerations; it addresses the atmosphere among the partners and is an indication of how difficult it might be to change an approach.
- **Data needs:** Do you have the correct data at the correct scale? If not, can it be created? If so, what are the barriers?
- **Timeline:** Can the steps the changes take place before the next phase or in time to make a difference in this phase?

HiAP Strategy	Example Activities	Resource Needs	Contextual Considerations (Political, Openness, Data Needs, Timeline for Implementation)
1. Developing and structuring cross-sector relationships	Develop partnerships with corporations who can donate building supplies		
2. Incorporating health into decision making processes	Work with utilities to develop health criteria to prioritize restoration of services		
3. Enhancing workforce capacity	Ensure that preparedness staff have cultural competence training		
4. Coordinating funding and investments	Include health and equity criteria into requests for proposals from community organizations		
5. Integrating research, evaluation, and data systems	Utilize the qualitative and quantitative expertise of local public, private, and/or non-profit sector institutions to drive recovery priorities		
6. Synchronizing communications and messaging	Coordinate health warnings and messages about indoor air quality and rebuilding materials with code enforcement		
7. Implementing accountability structures	Create key performance indicators for recovery related health outcomes		

Disaster Management Workgroup

HiAP Planning

When the disaster management workgroup has been convened, complete this worksheet to identify priorities for the planning phase. It is best to identify a recorder to capture all of the information for this worksheet.

1. During the disaster planning process, for what programs, agencies, or jurisdictions will decisions be made?
2. Which of the following program areas should participate in the workgroup?

<input type="checkbox"/> Agriculture	<input type="checkbox"/> Emergency Preparedness
<input type="checkbox"/> Communications	<input type="checkbox"/> Housing and infrastructure
<input type="checkbox"/> Social and medical services	<input type="checkbox"/> Land use
<input type="checkbox"/> Environmental quality/hazards	<input type="checkbox"/> Food and water
<input type="checkbox"/> Financial/logistic support	<input type="checkbox"/> Community health
<input type="checkbox"/> Public Works	<input type="checkbox"/> Law enforcement
<input type="checkbox"/> Coroner	<input type="checkbox"/> Other
<input type="checkbox"/> Epidemiology	
3. Which additional programs or agencies, such as faith-based groups, private foundations, or community groups, might inform or enrich workgroup discussions?

4. List the people who have been invited to participate in the disaster planning process and their affiliations.

Name/Title	Affiliation	Email

5. Workgroup facilitator: _____
6. Workgroup recorder: _____

Disaster Planning Workgroup

HiAP Assessment & Prioritization

Complete this worksheet for each organization involved in the disaster planning to identify preparedness activities and procedures already in place, and areas for improvement. Rank the priority for implementation from 1-5, with 1 being highest priority.

Activity/Procedure	Needs Improvement? (Y/N)	Already in place? (Y/N)	Priority for Implementation (1-5)
Coordinate planning with other departments and/or organizations			
Prepare and regularly review a disaster response protocol that represents all sectors' involvement in health and equity			
Prepare and regularly review a disaster recovery plan that incorporates health equity			
Establish relationships with academic centers, community groups, etc. that can provide assistance or services during a disaster			
Perform disaster response team exercises to ensure that each member understands and can perform their role			
Decide who will be notified when a disaster occurs and prepare contact information			
Conduct and regularly review a stakeholder mapping process			

From CIFOR Guidelines for Foodborne Disease Outbreak Response Toolkit

