

DEVELOPING AND IMPLEMENTING A VIABLE VOLUNTEER RECRUITMENT AND
RETENTION PROGRAM FOR THE VOLUSIA COUNTY MEDICAL RESERVE CORPS

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ABSTRACT

The Volusia County Health Department has been charged with developing and implementing a Medical Reserve Corps to respond to local disasters that occur within Volusia County, Florida. Disasters that the Medical Reserve Corp may respond to are diverse such as floods, hurricanes, tornados, plane crashes and fires.

The Medical Reserve Corps in Volusia County is not widely recognized by the citizens, public entities or emergency responders. The goal of the special project is to increase the visibility of the program, increase the knowledge about the program, and ensure a steady stream of new volunteers on a regular basis.

Acquiring quality volunteers and improving the visibility of the Medical Reserve Corps is an important endeavor. Public knowledge of, and participation in the Medical Reserve Corps is essential for the survival of the Volusia County Medical Reserve Corps. Volunteers with the Medical Reserve Corps will have a variety of skills and education levels. A diverse population of volunteers is sought since the area is diverse and has experienced different types of natural disasters throughout the years.

The Special Project will look into the Medical Reserve Corps program history, reasoning and the legislation that made the national Medical Reserve Corp a reality. It will discuss techniques that are appropriate for calling out to a diverse population. Surrounding counties with existing programs will be contacted to learn techniques, strategies and pitfalls of their current programs. The Special Project will discuss the number of volunteers and the types of skills needed to successfully run a Medical Reserve Corps program in Volusia County, Florida.

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This special project is focused on helping the Volusia County Medical Reserve Corps build and retain a volunteer population of qualified, trained individuals. The Volusia County Medical Reserve Corps is a relatively new organization and is not widely known within the community. It is important to raise awareness, attract and retain quality healthcare volunteers in order to respond to large scale public health emergencies. The special project will develop materials for the Medical Reserve Corps Coordinator to use for recruitment and retention of volunteers. Training topics and methods for volunteers will be recommended. It will discuss obstacles that the Volusia County Medical Reserve Corps may face when recruiting and retaining volunteers and recommend ways to overcome these. The past disaster history of Volusia County, Florida and the national Medical Reserve Corps program will be discussed. The special project will discuss the reasons people volunteer and suggest ways to retain volunteers.

History of the Medical Reserve Corps

It is important to begin by understanding the history of the Medical Reserve Corps. The Medical Reserve Corps (MRC) is a part of the Citizens Corps which was launched after President Bush's state of the Union address January 29, 2002 (Citizen Corps, n.d.). President Bush asked each American citizen to donate 4000 hours to the service of neighbors and the nation (CNN.com, 2002). President Bush also invited Americans to join the newly formed "Freedom Corps" which is focused on homeland security activities (CNN.com, 2002). The Freedom Corps is the parent agency to the Citizen Corps which is a sister agency to the Medical Reserve Corps. The Office of Civilian Volunteer Medical Reserve Corps (n.d), reports that the Medical Reserve Corps and the Citizen Corps are "...are partner programs...". These programs establish a national volunteer base that work toward ensuring local security (The Office of Civilian Volunteer Medical Reserve Corps, n.d). According to Office of Civilian Volunteer

Medical Reserve Corps (n.d.), “the mission of the Medical Reserve Corps is to improve the health and safety of communities across the country by organizing and utilizing public health, medical and other volunteers.” The Medical Reserve Corps focuses on the importance of a local response to emergency rather than a state or federal response which may take much longer and be less effective than if the needs of the community were met locally. The Medical Reserve Corps is made up of local volunteers that train and exercise for local emergencies (The Office of Civilian Volunteer Medical Reserve Corps, n.d). MRC volunteers are community members that include: doctors, nurses, veterinarians, nurses aides, clerical workers, retired healthcare workers and many more (The Office of Civilian Volunteer Medical Reserve Corps, n.d). Each Medical Reserve Corps unit is designed to reflect the needs of the local community therefore, each MRC unit is different. Public health problems and types of disasters can vary from region to region. Each MRC unit has the ability to focus on their own priorities and objectives. In the State of Florida, local MRC units are located in the Public Health Department for each county.

The national Medical Reserve Corps is housed in the Department of Health and Human Services, Office of the Surgeon General (Office of Civilian Volunteer Medical Reserve Corps, n.d). After the attacks on the United States of America on September 11, 2001 it became evident that the United States was not prepared for any type of large scale emergency.

Thousands of people came to the site of the World Trade Center to offer their services for rescue and recovery operations (Reissman and Howard, 2008). However, the system seemed to break down, there was little organization and almost no site control. There was no way to identify volunteers or to check their certifications and/or professional licenses. To complicate matters further, the site contained serious safety and health hazards that most responders and volunteers were not prepared to deal with. The ash from the burning towers contained dangerous respirable

dust that lodged into lungs of many that were working at the site. According to Reissman and Howard (2008), the settled dust contained "...pulverized cement, wallboard, office furnishings and glass fibers." The airborne dust was found to contain asbestos, silica and polyaromatic hydrocarbons, these substances are associated with lung cancer and pneumoconiosis over the long term (Reissman and Howard, 2008). These serious exposures led to the formation of screening and medical monitoring programs, however, it has been nearly impossible to know who was at the site, when they were at the site and for how long because no personal tracking system existed (Reissman and Howard, 2008). There were many reasons that tracking personnel at the site was difficult. According to Reissman and Howard (2008), there were at least 30 entry points into the World Trade Center site which made control of the site impossible. Reissman and Howard (2008), also state that there was "...erratic credentialing procedures, multiple logistical challenges, disrupted communications systems..." these issues and the fact there was a "...lack of unified authority..." all led to problems with site access, safety issues and personal protective equipment use and enforcement. September 11, 2001 was a tragic day in which we as a county learned about our disaster preparedness or lack there of.

The need to improve upon disaster response and preparedness became painfully evident after the attacks of September 11, 2001. In response to the lessons learned the Medical Reserve Corps was created. The Medical Reserve Corps was formed to help alleviate the burden on the local healthcare system by organizing in advance, a local group of pre-qualified, trained health care and support workers that can help handle patient surge conditions during a public health emergency. The Medical Reserve Corps is also dedicated to helping the local community prepare for disasters before they hit and they also participate in public health efforts such as immunization clinics and health screening activities.

The events and responses to Hurricane Katrina also illuminated the need for a locally based group of qualified medical professionals. Hurricane Katrina brought to light the major pitfalls in our public health response system. Prior to Katrina, the nation had never really seen the impact of disasters on highly vulnerable population such as the elderly (Centers for Disease Control (CDC), n.d.). When hurricane Katrina hit in 2005, the need for qualified medical volunteers that were trained, prescreened and ready to serve was overbearing. According to the CDC (n.d.), the attacks of September 11, 2001 raised public awareness about disaster planning and prevention but it was not until the "...destruction of Gulf Coast areas by Hurricanes Katrina and Rita in 2005 that marked a major shift in the way disaster planners approach(ed) their job." The elderly were particularly at risk and suffered from not having access to basic medical care that could have easily been provided by medical volunteers. People with chronic diseases and those that were in need of medical services were not able to access services for variety of reasons. The medical staff in New Orleans was overwhelmed by trying to care for patients in a hostile and dangerous environment where there was no power, and no deliveries of food or medical supplies (CDC, n.d.). Those elderly that resided in nursing homes faced similar obstacles and overall the response was not satisfactory to meeting the needs of the elderly. According to the CDC (n.d.) "...almost 70 nursing home residents died in their facilities." Many of the elderly were abandon by their caretakers (CDC, n.d.). The elderly is just one group that may need medical help in an emergency. Other groups that may need medical attention for cuts, bruises, puncture wounds, animal bites and heat stress include: emergency responders, residents and children. The tragedy in New Orleans caused by Hurricane Katrina illustrates the need for a medical and public health system that is ready to handle immediate increases in needs by the population affected by disasters. The Medical Reserve Corps is founded in preparation, pre-

qualification and training of volunteers. These volunteers are located in the community. This community level preparation possibly could have made a big difference for the people in New Orleans.

Similar to the attacks of September 11, 2001 the Hurricane Katrina response highlighted the fact the United States was not prepared for massive natural disaster. In response to this revelation, President Bush signed Homeland Security Presidential Directive 21 on October 21, 2007. The directive focuses on establishing a “...national strategy for public health and medical preparedness...” (National Security Presidential Directives, 2007, October 18). This directive builds upon a previous directive, *Biodefense for the 21st Century*, and recognizes that the medical and public health systems can be easily overwhelmed in any disaster event (National Security Presidential Directives, 2007, October 18). Key concepts of the directive include: preparedness, coordination among all levels of government, regional approaches to health preparedness, including and encouraging private sector participation in preparedness and response activities, and lastly, the roles of private citizens and communities (National Security Presidential Directives, 2007, October 18). The directive discusses that although plans have been in place to address medical surges due to disasters, these plans have not been effective (National Security Presidential Directives, 2007, October 18). It tasks agencies throughout all levels of government to work together to address disasters and the medical and public health surge that is created during these disasters. It gives very specific time frames for accomplishments and written plans, and it focuses on involving the community.

History of Volusia County Disasters

Volusia County, Florida has experienced a variety of natural and man-made disasters. According to American City & County (2008, March 1) “in the last 10 years 30 counties have

been declared federal disaster areas at least 10 times...” American City & County (2008) ranks Volusia County, Florida as 8th in the nation as a “*Top 10 disaster-prone counties.*” According to the Volusia County Emergency Management Division (2009), since 1993 thru July 2009 the Emergency Management Division has been activated for six wind storms, ten tornados, one chemical spill, seven tropical storms, ten hurricanes, three fire storms, one Y2K event, two rain storms, one national terrorism event, one train derailment, one water plant breech, and ten speedway events. (See Figure 1) According to the Florida Division of Emergency Management (n.d.), on a statewide level there are three levels of activation ranging from level one to level three. Level one is a full scale response in which all state support agencies are notified, level two is a partial activation and level three is a monitoring activation (Florida Division of Emergency Management, n.d.).

The population of Volusia County in 2005 was estimated to be 484,261 (Florida Department of Community Affairs, 2005). Special needs groups such as the elderly and the disabled comprise 44.2% of the Volusia County population (Florida Department of Community Affairs, 2005). Volusia County is a large county with coastal properties and inland properties which present different hazard exposures to the populations that reside in these areas. For example, coastal residents have storm surge hazards, whereas inland residents do not (Florida Department of Community Affairs, 2005). The Florida Department of Community Affairs (2005), has assessed Volusia County’s ability to meet the needs of the population in a disaster situation. The report is very helpful in identifying the natural disaster risks but does not address man-made disasters such as anthrax attacks or other acts of terrorism. The Florida Department of Community Affairs (2005), list the 3 types of hazards most likely to occur in Volusia County as “...high winds (including tornados), flooding and wildfires.”

In 1998, widespread wild fires led to the evacuations of thousands, closed interstate 95 and brought in fire fighting personnel from around the country. Towle (1999), describes the fires as “Volusia County’s own Armageddon...”. According to the Florida Department of Community Affairs (2005), “137,000 acres burned...” due to severe drought conditions and lightening strikes. Some of the effects of the fires included: evacuation movie theaters, homes, and schools (Towle,1999). Towle (1999), states that the Volusia County Environmental Health Department was concerned with air quality, drinking water, food safety of mass feeding, shelter issues and mosquito control. Centers for Disease Control and Prevention (1999, February 5), reports that during the wildfires incidents of asthma, bronchitis, chest pain and heat exhaustion cases all increased significantly. According to the Florida Department of Community Affairs, (2005), more Volusia County residents are exposed to wildfires risks than any other “high-risk hazard”. The Florida Department of Community Affairs (2005), estimates’ that “54.6% of the total population are at medium to extreme risk from wildfire.”

In 2004, Volusia County was affected by hurricanes Charley, Jeanne, and Francis. Each of these hurricanes resulted in 25-29 shelters being opened and large scale citizen evacuations (Volusia County Emergency Management Division, 2009). Weather forecasters had a difficult time forecasting hurricane Charley’s path. This resulted in residents having very little warning time as hurricane Charley swept over the state very quickly and unexpectedly. According to National Weather Service (n.d.), hurricane Charley caused power outages leaving 300,000 people without power, and approximately 51.9 million dollars worth of damage to homes and businesses.

On January 11, 2006 an explosion at Bethune Point Wastewater Treatment Plant killed two people and severely burned one person (U.S. Chemical Safety Board, 2007). Lack of safety

procedures, inappropriate flame arresting equipment and lack of employee knowledge led to this catastrophic methanol explosion (U.S. Chemical Safety Board, 2007). Employees on-site were evacuated and 14 people sought medical attention (U.S. Chemical Safety Board, 2007).

In 2007, the Groundhog Day tornados made national news when tornados struck in the middle of the night. The tornados damaged buildings and caused fatalities in several counties including Volusia County. According to ESPN.com (2007) “a moment of silence was held shortly before the Super Bowl to honor the 20 central Florida residents who died...”

In 2009, Volusia County experienced major flooding when nearly 27 inches of rain fell within a short amount of time (WDBO Local News, 2009, May 25). According to the Florida Department of Community Affairs (2005), flooding is an identified major risk to property owners in Volusia County. The Florida Department of Community Affairs (2005), estimates that around 100,000 properties in Volusia County are located within a flood zone. The floods of 2009 damaged approximately 1,531 homes in Volusia County (WDBO Local News, 2009).

Many things can be learned by looking at past disasters that have affected Volusia County, Florida. Past events such as hurricanes, flooding and wildfires can help direct the Volusia County MRC in ensuring that volunteers receive training and hands on drills in these situations so that they will be prepared for the duties that they may need to perform. The past also can also help direct MRC non-emergency effects. Community outreach activities may include help with hurricane planning, helping people with special needs identify and register for special needs shelters in advance, flooding preparation and prevention techniques and what to do in the event of a wildfire. These topics would be of great interest to the citizens of Volusia County and would help raise community awareness and participation in disaster prevention and planning activities.

Medical Reserve Corps Coordinator Survey

In order to find out more about the individual Medical Reserve Corps units throughout the state a five question survey was provided to each of the MRC Coordinators. Initially, phone calls were made but these proved to be unproductive with only two MRC Coordinators participating. The remaining 28 MRC Coordinators were e-mailed the questionnaire. The idea behind the survey was to find out what each MRC Coordinator felt was their greatest challenge, how they recruit new volunteers, how they inform the community about the local Medical Reserve Corps, how they retain volunteers and why they believe people volunteer to serve in the Medical Reserve Corps. Each respondent was informed that their personal information and responses would remain confidential. Of the 30 survey's sent or called, results were obtained from eleven of the MRC Coordinators. (See Appendix A)

Question one: What has been your biggest challenge being the MRC Coordinator? MRC Coordinators overwhelming agreed that recruiting and keeping volunteers engaged and interested in the program are the biggest challenges. The next concern was ensuring that the volunteers complete the required FEMA course work. Coordinators also found keeping contact and training information up-to-date for each volunteer a big challenge. Some Coordinators biggest challenge was devoting enough time to the program because the MRC duties were assigned to be only 5% of their total job responsibilities.

Question two: How do you recruit new volunteers to your MRC? Most, if not all MRC Coordinators are using newspaper and radio ads to recruit new volunteers. Other responses include: television and movie theater ads, advertisements with local medical society organizations, health fair participation, attending civic organization meetings, posting media fact sheets in conjunction with academic institutions at local hospitals, and using current MRC

volunteers as Ambassadors for the program. Many of the Coordinators found that informing the public of upcoming MRC training opportunities provided some new recruits. Lastly, one very interesting response included the State of Florida license renewal process. When a person renews a medical license they are asked if they are interested in volunteering, if they answer yes, they are referred to the SERVFL website where they may volunteer at the county's MRC.

Question three: What do you think is the best way to raise community awareness and recruit new quality volunteers? Answers varied from word of mouth to participating in drills and exercises with the Emergency Operations Center. Another answer focused involving and partnering with the local educational system to include young people as MRC volunteers. Performing presentations at local nursing colleges helped one MRC unit make valuable contacts and increased community awareness. Public service announcements were cited as the best way to reach out to the community by a few MRC Coordinators. Other Coordinators felt that developing local partnerships with the county Emergency Operation Center and other agencies would lead to a qualified pool of new volunteers.

Question four: What do you think is the number one reason people volunteer for the MRC? Overwhelmingly, MRC Coordinators said the number one reason people want to volunteer is to help out their community during times of need. It was interesting that none of the MRC Coordinators mentioned career advancement or the social benefits of volunteering as the number one reason. Understanding why people volunteer is an important concept to grasp when determining how to recruit and retain volunteers for the Volusia County Medical Reserve Corps. The reasons people volunteer can be much more complicated than the mere act of helping others. It is important to understand the different reasons people volunteer because these reasons can be utilized to draw in more volunteers and help to retain them at higher rate. According to Running

Sport (n.d.), people volunteer to learn new skills, share their talents, to fight boredom, make new friends, build self confidence, explore new career opportunities, give something back to the community, be a part of team, and to have fun.

Question five: How do you retain volunteers? Some MRC Coordinators responded to this question by citing the importance of free training opportunities that offer continuing education units (CEU's). Others stated that they encourage the volunteer's involvement in determining MRC activities that would be interesting to other MRC volunteers. This practice helps to ensure that volunteers feel like their time is being used wisely. Other MRC Coordinators said they try to get volunteers involved during non-emergency opportunities. Food was cited as a tool to encourage people to attend meetings and trainings. Constant communication with volunteers about upcoming opportunities has proven to help retain volunteers for a few MRC units. One MRC unit performs at least one face to face meeting with each volunteer when the volunteer is new and then annually thereafter to update personal contact information. Some MRC units provide one-on-one new volunteer orientation training so that the volunteer may ask questions and MRC Coordinator may understand their skills and strengths better in order to place them appropriately within the MRC unit. One MRC Coordinator sends out Thanksgiving cards to each year to each MRC volunteer.

The survey was an interesting exercise to learn about Medical Reserve Corps units located throughout the State of Florida. The Medical Reserve Corps units are diverse by nature of their location, local economy and population density. The survey illustrates that even though one unit may be in an urban area and another in a rural area they have similar challenges. Results of the survey seem to indicate that making each MRC unit an individual community based effort provides for almost no team work among the different counties. The MRC system is set up for

duplication of efforts. Each MRC must figure out how to develop a marketing campaign and media materials such as video spots. Some larger health departments may have public information officers to promote these functions, while others may not. Having marketing support from a statewide perspective would save time and money for each County Health Department.

The key to addressing the challenges that were discussed in the survey is to foster partnerships within the MRC organizations. Coastal counties should share strategies, counties with higher percentages of elderly and/or disabled may want to partner to discuss recruitment techniques and needs. Sharing best practices would benefit each MRC as volunteers may move from one county to another. Sharing these practices would also help MRC coordinators to save time and enable them to market the MRC in mediums where the results would yield the best results. The idea of each MRC unit being made individually is a wonderful concept. In reality, each county is more alike than different and combining forces to share information would only strengthen each MRC unit and allow for cross county responses with qualified volunteers.

Recruiting and Retaining Volunteers

Having a steady stream of new volunteers is a challenge for any non-profit, volunteer organization. The Medical Reserve Corps is no exception to this general finding. The Medical Reserve Corps has strict training requirements that volunteers must successfully complete before they are able to work as an MRC volunteer. Statewide, MRC volunteers must complete the FEMA classes, *ISC 100 Introduction to the Incident Command System*, and FEMA IS-700 *National Incident Management System (NIMS) an Introduction*. The program in Volusia County appears to be more stringent than any other county in the State of Florida that reported back from the survey because Volusia County volunteers are required to take the above mentioned FEMA classes and the FEMA class, *ICS-200 ICS for Single Resources and Initial Action Incidents*. This

added class increases the administrative responsibilities of the MRC Coordinator significantly as more live training sessions must be offered and completed certificates must be tracked. This requirement may also deter some potential volunteers that may not feel comfortable using a computer for the online class or may not be available for the live training class when it is offered at the Health Department. It is a fine balance between that amount of training and what volunteers really need in order to perform their functions as an MRC volunteers. In order to help volunteers navigate and encourage them through the training requirements of the MRC two forms were created, the *Medical Reserve Corps Volunteers Levels* and *Volunteer Participation Accomplishment Tracking Form*. (Appendix B & Appendix C) These forms will help each volunteer to gauge their progress. The forms summarize the requirements and encourage volunteers to take advantage of all MRC opportunities.

Once volunteers are recruited how do you ensure that their experiences with Medical Reserve Corps are worthwhile and fulfilling? This is a very important question that is difficult to answer because each Medical Reserve Corps unit is diverse. However, the more a volunteer believes that his or her time is well spent the more likely that the volunteer will stay in the Medical Reserve Corps. In order to help the Volusia County Medical Reserve Corps ensure that volunteers skills, interests and talents will be utilized a *Volunteer Information Sheet* was developed. (Appendix D) This form allows each volunteer to list certifications, licensures, vaccination history, disaster work experience, training, and interest. This information will help the MRC Coordinator to properly place each volunteer so that their MRC experiences will be as rewarding and challenging as possible.

Along with using each volunteers skills it is as equally important to ensure that volunteers have the opportunity to work with other MRC volunteers toward a common goal. Palos & Raoul

(1999), found that there is an important need for increasing the camaraderie among volunteers. Palos & Raoul (1999), found that in the industry they work in, the volunteers wanted more than just to “do some good locally....” Instead, the volunteers were interested in having an impact on the community, and having the opportunity to learn to become “...civic leaders.” (Palos & Raoul, 1999). One way to address helping volunteers become civic leaders is to provide a series of training classes that introduce the volunteers to a variety of leaders in the field of disaster management, mitigation, and preparedness. Palos & Raoul (1999), state that volunteers have expectations about what they are going to gain from being a volunteer at an organization. If an organization can exceed a volunteer’s expectations then they are more likely to stay involved and become great advocates and promoters of the organization (Palos & Raoul, 1999).

i-to-i (n.d.), states that people volunteer in order to have unique opportunities. The Volusia County Medical Reserve Corps has the ability to offer unique opportunities by encouraging volunteers to participate in drills and exercises. The volunteers will also have an opportunity to attend monthly training sessions with different keynote speakers. The Volusia County Medical Reserve Corps volunteers will also have unique work environments that provide exposures to very stressful situations like working in a disaster response, or providing health services to the community such as a flu shot clinic. Whatever the event or opportunity the Volusia Medical Reserve Corps is involved with, it will be a unique opportunity for the volunteers to get involved. The very uniqueness of the Volusia County Medical Reserve Corps should be marketed to potential and current Medical Reserve Corps volunteers.

Volunteering and the effects on the physical and mental health of the volunteer is a topic full of debate. According to Ziersch and Baum (2004), groups such as the Medical Reserve Corps are generally associated with better health for the volunteer because volunteer groups

provide opportunities to interact on social level as well as allowing the volunteer to feel empowered about what they are doing to help whatever cause the organization is involved in. Ziersch and Baum (2004), discuss that in organizations where people learn "...civic skills important for working together cooperatively in other ventures..." builds the volunteer's group of contacts and investment in the organization. Other benefits of volunteering cited by Ziersch and Baum (2004), include the status that is associated with working with a particular group, the opportunity for recognition, the feeling of purpose, and the opportunity to fulfill a "...sense of responsibility."

Is volunteering good for your health? According to Ziersch and Baum (2004), there have been many studies regarding volunteering and health status but findings have not been consistent. One study found that men and women aged 22-39 who were part of a group suffered less depressive symptoms (Ziersch and Baum, 2004). Other studies, have found that volunteering can be detrimental to volunteers health due to overexertion, exhaustion and stress. Ziersch and Baum (2004), discuss that volunteers may exposed to stressful situations, see disturbing sights, be exposed to violence, and may push their physical capabilities to an unhealthy level. These findings are important because Medical Reserve Corps volunteers will be faced with difficult, stressful and sometimes dangerous situations. Volunteers need to be prepared both mentally and physically for the demands they may face. Each volunteer must understand their own limitations and feel confident enough to leave MRC duty when necessary. The best way to ensure that MRC volunteers do not over work themselves is to consistently train in signs and symptoms of stress and fatigue so that they or their work partner may recognize when they may be in trouble. This will allow someone to intervene before it becomes a larger problem for the volunteer. Setting specific shift times and ensuring basic necessities are

available for use such as chairs, access to shade, water and a mental health professional may help to alleviate some of the detrimental impacts of working as an MRC volunteer.

Social change is another important reason that some people may cite as to why they choose to volunteer with certain groups or causes. When the community is joined together for a specific cause, such as helping people in a disaster situation, you have an opportunity to build sustainable projects (USF Social Marketing in Public Health Conference, n.d.). The principle and practices of social marketing can be applied to volunteer organizations. Social marketing aims to “...persuade target audiences to change their behavior to benefit themselves and society in general” (USF Social Marketing in Public Health Conference, n.d.). Traditionally social marketing campaigns are used to promote a healthy behavior in place of an unhealthy behavior. In the case of the Volusia Medical Reserve Corps, it is important to replace the feeling of powerlessness with empowerment. USF Social Marketing in Public Health Conference (n.d.), recommends focusing on emotions rather than ideas when discussing the importance of behavior change. This means that understanding and recognizing the emotional benefits of volunteering for the Medical Reserve Corps should be communicated through print and other media. When people understand why volunteering for the MRC is important and how others feel about volunteering it can create a strong sense buy-in (USF Social Marketing in Public Health Conference, n.d.). The USF Social Marketing in Public Health Conference (n.d.), also states that when community members work together “...you tap into their community wisdom and control...and the communities ability to identify, analyze and find solutions...”

Future Training needs

The Volusia County Medical Reserve Corps has many training opportunities that volunteers may attend. A monthly training opportunity has recently been added so that

volunteers may have regular participation with the Volusia County MRC. The trainings such as the FEMA classes focus on disaster response and the incident command system. The trainings that are suggested below are geared toward retaining volunteers by preparing them for field experiences. A strong training program that offers a wide variety of training topics, speakers and formats will help in both recruiting and retaining volunteers.

Volunteers may be faced with tough decisions regarding treatment and utilization of supplies during a disaster response. According to Raissi (2007), “Ethical dilemmas are frequently encountered during disaster management...” Decisions may need to be made regarding which patient gets seen first, who can be saved, medical supplies, personnel and equipment shortages and many more. Raissi (2007), discusses the importance of ensuring that anyone that may face ethical dilemmas in field receive “training and guidance in how to make decisions in disaster situations.” The Volusia Medical Reserve Corps will need to develop an ethics class or presentation that volunteers may participate in. Participating in an ethics class will help increase confidence and may reduce stress during disaster response field operations. Providing volunteers the opportunity to learn about ethical dilemmas and steps to take to help when answers are not clear may help to retain volunteers.

Tourism is an important part of the economy in Volusia County. When a disaster strikes tourists must be considered and their safety previously planned for. Disaster evacuation routes are prominently posted but shelter needs may not be addressed. The Volusia County Medical Reserve Corps will need to train and plan for the role MRC plays in respect to the needs of tourists. Special events such as race week, bike week, turkey rod run, and biketoberfest can bring in hundreds of thousands of tourists at one time. The Medical Reserve Corps can plan a training opportunity that focuses on providing tourist information and services prior to a public health

emergency. Trained volunteers can help to ensure that the large tourist population does not become a burden to local public health and medical system. This training and preparation can be part of the community initiatives that MRC participates in. It may also lead to important community partnerships with local company's such as the International Speedway Corporation.

Volunteers will be expected to work with and serve a diverse population. A training class in cultural competency will help to ensure that the MRC volunteers communication and knowledge regarding cultural difference will be enhanced. This an important part of providing health care services because different cultures may have different values. These differences may result in biases and stereotyping by MRC volunteers (Melamed, Wyatt, Padilla & Ferry, 2008). Topics for cultural competency training can include: (a) inequity in health care, (b) the role of religion in health care, (c) cultural aspects of the grieving process, (d) traditional medicine beliefs and practices, (e) art as a form of communication, and (f) cultural perspectives for health care providers (Melamed, Wyatt, Padilla & Ferry, 2008). Medical Reserve Corps volunteers who have been trained in, and understand cultural competency will be able to provide services in a disaster setting that benefit the diverse population of Volusia County. The confidence and dignity that MRC volunteers will exhibit will increase their level of confidence and sense of achievement.

Stress management and recognition training is important part of retaining volunteers. Working in a public health emergency can expose volunteers to traumatic sights, sounds and smells. Exposure to events can lead to symptoms of depression, anxiety, substance abuse and panic attacks (CDC, 2004). Symptoms of stress can affect a person's work, social and home life (CDC, 2004). Bills, Levy, Sharma, Charney, Herbert, Moline & Katz (2008), "...compared PTSD (post traumatic stress disorder) rates among different occupations involved in the

September 11th response and found that PTSD rates were lowest in police officers and highest in unaffiliated volunteers.” Bills et. al. (2008), state that performing tasks that people are unfamiliar with such working as an MRC volunteer in a disaster situation leads to increased rates of PTSD. Preparing volunteers through training and partnership with mental health professionals will help MRC volunteers understand the risks and symptoms of stress. Volunteers will be able to alleviate the symptoms through proper recognition of stress and therefore will be able to continue to volunteer for the Volusia County MRC.

All trainings and orientation classes should be made available for the public to attend. If possible, continuing education units (CEU) should be offered for each class. These classes could be advertised in the *Daytona Beach News-Journal* or the *Penny Saver*. The general public may want to attend classes in order to experience the MRC without becoming a volunteer. If they enjoy the trainings or find that MRC’s mission is of interest they may apply to join the MRC, or tell a friend or colleague about the opportunities the MRC has to offer.

Training methods

The Volusia Medical Reserve Corps volunteers vary in age, education and socio-economic status. These differences are part what makes the organization strong. However, for training purposes it creates a challenge. Some volunteers may not have access to a computer, others may not be able to read, some may find it difficult to sit in a traditional classroom lecture series. According to Unalan, Uzuner, Cifcili, Akman, Hancioglu & Thulesius (2009), traditional lectures do not allow students to use critical thinking skills and it fails address students with different learning styles. Unalan et al. (2009), discusses how art entertains and can help students understanding of a medical topic for a much longer period of time than traditional learning. Unalan et al. (2009), recommends using role playing, peer-education and scenarios to enhance

training. Using these types of training techniques promotes critical thinking skills, creative thinking, humor, and teambuilding (Unalan et al., 2009). Unalan et al. (2009), found that medical students enjoyed the theatrical presentations, understood the topic better and found that they were more empathic to the patients. Although it may be difficult to offer all training in a theatrical manner, it may be possible to offer topics that maybe complicated or difficult to discuss in a theatrical format. Topics that may qualify for role-playing or scenarios may include: ethical dilemmas, liability and stress management. This type of training allows for “...feedback and reflection...” which helps to engage volunteers and promotes active listening (Unalan et al., 2009). It is important to offer training classes in variety of ways that will allow volunteers learn, participate and become confident in their abilities. A variety of formats also will be an added benefit to marketing activities and to those who are considering volunteering for the Volusia County Medical Reserve Corps.

Obstacles

One of the obstacles the Volusia MRC faces is the issue of liability. There is confusion regarding the liability protection for the State of Florida Medical Reserve Corps volunteers. Florida Statue 110 defines volunteers as “...any person who, of his own free will, provides goods or services...” (Florida Statue, 110.501, 2009). The Florida Volunteer Protection Act (2009), states that a volunteer “...when acting in the scope of any official duties...shall incur no civil liability of any act or omission by such person which results in personal injury...”. The Florida law offers civil liability coverage as long as the volunteer was acting appropriately and did not cause damage due to “...wanton and willful misconduct...” (Florida Volunteer Protection Act, 2009). Although liability protection is provided to volunteers, protection for voluntary healthcare workers is not described. There is a difference from some one selling items to raise money for

charity and someone performing medical duties in response to a disaster situation similar to hurricane Katrina or the terrorist attacks of September 11, 2001. Rosenbaum, Harty & Sheer, (2008) discuss at length the State of Florida's limitations and restrictions of civic liability protection. Rosenbaum, Harty & Sheer, (2008) state "...during a declared public emergency, the responder may have to provide extensive health care in the event that rescue crews are too overloaded with other victims to respond." Rosenbaum, Harty & Sheer, (2008) state that these voluntary medical responders are subject to "greater liability" due to the greater demands of the situation. Rosenbaum, Harty & Sheer, (2008) found that Florida along with 20 other states statutes are "silent regarding on the issues of protections for voluntary health care workers during emergencies...". Rosenbaum, Harty & Sheer, (2008) believe that a person could "allege liability on the grounds that the workers conduct fell below the level of care necessary for the immunity shield." It is important to understand and discuss liability issues because the Medical Reserve Corps volunteers will be responding in disasters to help alleviate public health emergency and medical surges. Without specific laws, volunteers may not have full protection under Florida law. Rosenbaum, Harty & Sheer (2008), state that weak laws may affect health care worker's volunteerism because some medical providers and health care workers may not feel that they have civil liability protections. Rosenbaum, Harty & Sheer, (2008) recommend that states "adopt the legislative language found in the *Uniform Emergency Volunteer Health Practitioners Act*." The Uniform Volunteer Health Practitioners Act's main focus is to ensure that a system is in place that allows health care workers to use their skills even when communication systems are not functioning by ensuring safeguards that ensure volunteers are properly licensed and certified. It also allows for volunteers to work in different states than the issuing state of their license while allowing the host state the ability to regulate the volunteer's activities (Ranson, Goodman, &

Moulton, 2008) According to Ranson, Goodman, Moulton (2008), the *Uniform Emergency Volunteer Health Practitioners Act* also requires that states "...regulate the scope and extent of services provided by volunteer health practitioners in a public health emergency." The Volusia County Medical Reserve cannot change state law, they can however, be knowledgeable about the current law. Continued training, prescreening and licensing verification of Medical Reserve Corps volunteers should help to reduce to severity and frequency of civil lawsuits. Knowledge about liability protection can help potential volunteers understand the Florida Volunteer Protection Act (2009) which will help to encourage health care professionals to volunteer for the Volusia County Medical Reserve Corps.

Another obstacle for MRC units statewide is the lack of consistency from county to county. The fact that they are county run brings about major differences in the amount time, money and resources that are devoted to developing the local MRC program. For example, each MRC must develop their own marketing and recruitment strategies. While it is good to develop a community based MRC to meet the needs of each community, the separation and redundancy of efforts are extreme. During this paper many different MRC commercials and radio spots were reviewed. All of the advertisements contained the same message and general content about what MRC volunteers do and how the MRC helps the community. The only noticeable difference between media spots was the local MRC contact information. The Region or State MRC should develop a generic commercial for all MRC units to use that can be easily customized to each MRC unit. This would save tremendous amounts of MRC Coordinator time and valuable monetary resources.

Current Volunteer Types

As of June 21, 2010 the Volusia County Medical Reserve Corps had a total of 106 volunteers. The majority (93 out of 106) of these were classified as Non-Public Health/Medical (33), Other Public Health/Medical (31) and Nurses (29). Occupations where the Volusia County Medical Reserve Corps may want to focus future marketing efforts on include physicians, physician assistants, nurse practitioners, pharmacists, dentists, veterinarians, mental health professionals, EMS professionals, and respiratory therapists. Future marketing plans may include industry groups, local hospitals, and schools of nursing and respiratory therapy. Increasing the number of community partners and participating in community events may result in increasing the numbers of mental health professional, physicians, dentists, pharmacists and veterinarians. In order to help prospective volunteers understand the types of volunteer positions that are needed in the Volusia County Medical Reserve Corps, three position descriptions were developed. Position descriptions were developed for healthcare volunteers, non-healthcare volunteers and students. (Appendix E)

Direction of Marketing Efforts

Close partnerships with the American Red Cross and the United Way may provide to be extremely valuable during times of public health emergencies. Regular meetings and communication with these agencies will help to share vital information. These agencies can work together to become a powerful alliance. This alliance will be able to make important contacts for addressing identified gap areas within the county that the MRC can help to address. Continuing to forge partnerships with local high school occupational health programs will help to ensure a group of interested young people. Developing and nurturing partnerships with Bethune Cookman

College and Daytona State College schools of nursing will also provide a valuable resource of new volunteers.

In order to increase community awareness the Volusia County Medical Reserve Corps should participate in local community events that are held throughout the year. Participating in community events allows for the general public to see and meet MRC volunteers. Marketing materials can be given out and basic first aid services can be offered. Examples of events that the MRC may participate in include, community movies, sporting events, air shows, motorcycle rallies, marathons and dance competitions. Included with this report is a *MRC Special Event Calendar* for 2010-2011 that lists upcoming events in Volusia County, Florida. Also included is an *MRC Marketing Contacts* sheet with a variety of types of organizations that may have people interested in volunteering with the Volusia County MRC.

For television or social marketing such as YouTube, a video script has been developed for both marketing efforts and orientation classes. (Appendix F & Appendix G) The video scripts are focused on Volusia County and are designed to be used at meetings, on the radio, internet or movie/television ad. To date, the Volusia County MRC has not performed much marketing in television, radio or print media. It recommended that these avenues be explored for pricing and effectiveness. Contact other Medical Reserve Corps units in the State of Florida that have marketing campaigns in television and radio and find out the lessons learned from such activities.

Benefits of Being an MRC Volunteer

The Medical Reserve Corps offers a unique opportunity to volunteers to help the community during a public health emergency. The MRC also participates in public health initiatives such as obesity prevention and other U.S. Surgeon General priorities. Volunteers have

many responsibilities and opportunities to get involved. Although the work at times may be difficult, it may also be very rewarding. Volunteers will be on the front lines helping people. The feeling of taking part of such an event allows for volunteers to feel they are a part of team, and that they have made a difference. The MRC offers an opportunity like no other volunteer agency can for qualified health care workers. Focusing in on the feelings and achievements that are possible through being an MRC volunteer may be the driving force when a person decides to volunteer for the MRC.

The development of specialized committees such as a social event committee and a steering committee will enhance the Volusia County MRC. Providing volunteers way to get involved and have fun is crucial to helping recruit and retain volunteers. Team building events such as social outings and leisure/family activities can help volunteers feel part of the team while meeting new people. The development of a steering committee will help to ensure that the MRC trainings and events are staying on course with topics that volunteers feel they need in order to perform their MRC duties to best of their abilities.

The Future of the Volusia County Medical Reserve Corps

The future of the Volusia County Medical Reserve Corps is bright. The 106 volunteers that are ready for service are an excellent baseline group that can help form the MRC into a stronger, sustainable organization. This Special Project has developed a *New Volunteer Orientation program* which is a narrated PowerPoint which can be used to help train volunteers. The orientation training will give the volunteers an opportunity to learn about the organization, how it works and what is expected of them as volunteers. This is an important component in both recruiting and retaining volunteers. The orientation class is a training tool that will help volunteers perform their duties confidently.

Summary

This Special Project has developed many different documents. The documents developed include: (a) Medical Reserve Corps volunteer levels, (b) volunteer participation accomplishment tracking form, (c) volunteer information sheet, (d) healthcare, non-healthcare and student position descriptions, (e), narrated orientation PowerPoint class, (f) Volusia County activation chart, (g) MRC marketing contact list, (h) video scripts, and a (i) special event calendar. These forms and documents are designed to be tool to help the Volusia County MRC plan for number and type of volunteers they need on their active roster. The documents are also designed to be used for marketing to potential volunteers and providing information for retaining volunteers.

As part of the Special Project, a Medical Reserve Corps Coordinator survey was conducted to explore some of the basic challenges an MRC Coordinator faces. The results were interesting and offer insight to the struggles that are happening statewide. There is no statewide support system in place for marketing development. This leaves time and resource constrained MRC coordinators with the task of developing marketing campaigns and finding ways to finance such activities. A statewide collaboration with support from the state MRC office would help solidify a consistent marketing message regarding the Medical Reserve Corps.

This Special Project has made recommendations regarding volunteer recruitment and retention practices. Many different items have been developed to use tools to increase community awareness and help recruit and retain volunteers. The special project has discussed the history of the Medical Reserve Corps and the disaster history of Volusia County. It has looked at challenges the Medical Reserve Corps faces and the opportunities that are available for the Medical Reserve Corps. The Volusia County Medical Reserve is well on its way to being a leading disaster response volunteer agency within the County of Volusia. Disasters will continue

to happen. However, mitigation, response and recovery phases will be more effective because of the Volusia County Medical Reserve Corps. With a properly staffed and functioning Medical Reserve Corps the responses such as those experienced during September 11, 2001 and Hurricane Katrina will never happen again

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Appendices

Appendix A

MRC Coordinator Questionnaire

1. What has been your biggest challenge being the Coordinator of the MRC?
2. How do you recruit new volunteers for your MRC?
3. What do you think is the best way to raise community awareness and recruit new quality volunteers?
4. What do you think is the number 1 reason people want to volunteer for the MRC?
5. How do you retain volunteers?

Appendix B



Medical Reserve Corps Volunteer Levels

Medical Reserve Corps volunteers will achieve volunteer levels based on participation in Medical Reserve Corps events such as drills, exercises, community events, completing required training and attending Medical Reserve Corps meetings. We encourage all volunteers to participate whenever possible to increase the overall strength and capabilities of the Volusia Medical Reserve Corps.

Level 3: Basic Volunteer Level

In order to achieve this level you must complete the following:

- Complete, sign and submit all application forms
- Pass Background screening
- Have an Medical Reserve Corps Identification Badge (I.D.)
- Successfully complete ICS classes 100, 200 and 700
- Attend Medical Reserve Corps Orientation meeting

Level 2: Intermediate Level Volunteer

In order to achieve this level you must complete the following:

- Complete all of Level 3 Requirements
- Attend at least 1 drill or exercise annually
- Participate in at least 3 monthly MRC Meetings
- Develop a Family Disaster Plan

Level 1: Advanced Level Volunteer

In order to achieve this level you must complete the following:

- Complete all of Level 2 and 3 Requirements
- Attend at least 2 drills, exercises or community events
- Attend in at least 6 Medical Reserve Corps monthly meetings
- Volunteer for a leadership role

Adapted from: Kentucky.gov (n.d.). *Medical Reserve Corps*. Retrieved June 20, 2010 from
<http://chfs.ky.gov/nr/rdonlyres/5803f6d9-d9ce-48a0-9df1-dece8ecd5855/0/trainingmatrixmar09.doc>



Volunteer Participation Accomplishment Tracking Form

Name: _____

LEVEL 3 BASIC

Application Forms complete and submitted? ____ Yes ____ No

Background Check authorized? ____ Yes ____ No

Do you have your MRC Picture ID? ____ Yes ____ No

FEMA ICS 100 successfully completed? ____ Yes ____ Date Completed ____ No

FEMA ICS 200 Successfully Completed? ____ Yes ____ Date Completed ____ No

FEMA ICS 700 Successfully Completed? ____ Yes ____ Date Completed ____ No

Attend Orientation? ____ Yes ____ Date Attended ____ No

All Level 3 Requirements Completed? ____ Yes ____ No

LEVEL 2 INTERMEDIATE

All Level 3 requirements completed? ____ Yes ____ No

At least 1 drill or exercise attended annually? ____ Yes ____ Drill/exercise attended

Participated/attended at least 3 MRC Monthly meetings? Meeting dates _____

Family Disaster/emergency plan developed? ____ Yes ____ No

LEVEL 1 ADVANCED

Are levels 2 and 3 Completed? ____ Yes ____ No

Attended 2 or more drills/exercises? Dates: _____

Participate/attend 6 or more MRC Monthly meetings:

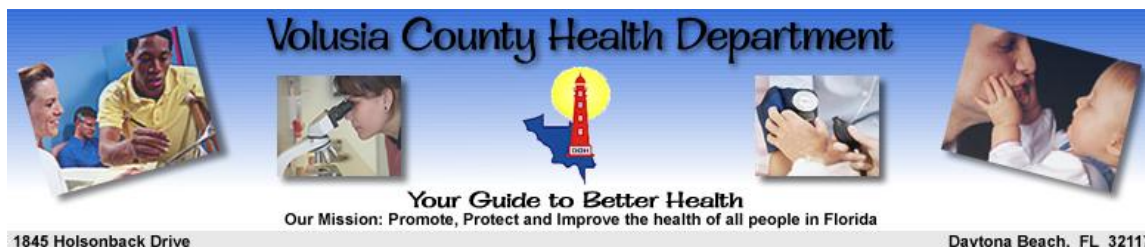
Dates: _____

Volunteered for a Leadership position: ____ Yes ____ No

Position title or

duties: _____

Appendix D



Volunteer Information Sheet Volusia Medical Reserve Corps

Information collected with this application from will be retained confidentially. Please answer all questions as completely as possible. The use of this form does not necessarily indicate that positions are not open nor does it constitute an offer of membership or a contract of membership. Please type or write legibly in ink.

Section 1A. Personal Contact Information:

| | | | |
|----------------|----------------|-------------|------------|
| Last Name | | First Name | M.I. |
| Street Address | | Apartment # | (P.O.Box#) |
| City | State | ZIP | |
| Home Phone | Business Phone | Cell Phone | |
| Email Address | | | |

Section 1B. Emergency Contact Information

Please list an additional person who may be used to contact you or to cal in the event of an emergency.

Contact Name:_____Phone Number_____Relationship_____

Section II Current Employment Information

Profession/Job Title _____ Full Time__ Part Time__ Retired__ Student__
Employer _____ Address _____
General Phone Number _____ Extension _____ Fax _____

Section III Licensure or Certification

| Drivers License # | State(s) | Expiration |
|-------------------|----------|------------|
|-------------------|----------|------------|

| Specialty | Number | State(s) | Expiration |
|-----------|--------|----------|------------|
|-----------|--------|----------|------------|

| Specialty | Number | State(s) | Expiration |
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Section IV. Education

| Last School Attended | Location |
|----------------------|----------|
|----------------------|----------|

| List all Major Degrees Earned | Year(s) Awarded |
|-------------------------------|-----------------|
|-------------------------------|-----------------|

Section V. Additional Certifications

| | Most Recent Date | Certifying Agency |
|--|------------------|-------------------|
| 1. CPR Adult__ Child__ Infant__ AED__ | _____ | _____ |
| 2. First Aid | _____ | _____ |
| 3. Disaster Training | _____ | _____ |
| 4. CERT (community Em. Response Team) | _____ | _____ |
| 5. Blood Borne Pathogens | _____ | _____ |
| 6. Other _____ | _____ | _____ |

Section V. Other Skills

Office or Medical Skills

Do you have experience entering data into a computer database?

- ___ I do routinely (at least once month)
___ I do not do this routinely, but have prior experience and would be able to if need
___ I have no experience with this

Do you have access to the internet at home? Yes No

| Are you able to Email at home? | Yes | No |
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Do you or have you supervised staff or volunteers Yes No

Have you been trained to draw blood?

__I do this routinely

 I do not do this routinely, but have prior experience and would be able to if necessary

___ I have no experience with this

Have you been trained to give injections?

 I do this routinely

☐ I do not do this routinely, but have prior experience and would be able to if necessary

— I have no experience with this

Please specify if you have experience giving the following injections:

 Intramuscular Subcutaneous Intradermal Adults Children Infants

Have you ever administered small pox vaccine? Yes No

Section VI. Related Experience and Training

1. Are you familiar with the Incident Command System of Emergency Management? ____Yes ____NO

2. Are you familiar with basic principles of epidemiology? __Yes __No

3. Have you had any training regarding terrorism preparedness or emergency response to terrorism?

☐ Yes ☐ No If yes, please specify the type of training:

Please describe any additional specialized skills or training applicable to the Volusia County MRC: (Example: hurricane Katrina Volunteer, radio operator etcetera)

Section VII. Language

1. Do you speak a language other than English? ☐ Yes ☐ No

Which languages?

Fluency

Written Verbal

| | | |
|-------|-------|-------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

Section VIII. Vaccine History:

Have you been vaccinated against any of the following pathogens?

| | Yes | No | Year |
|----------------|-----|----|-------|
| 1. Anthrax | | | _____ |
| 2. Influenza | | | _____ |
| 3. Hepatitis A | | | _____ |
| 4. Hepatitis B | | | _____ |
| 5. Meningitis | | | _____ |
| 6. Smallpox | | | _____ |
| 7. Tetanus | | | _____ |
| 8. Tularemia | | | _____ |
| 9. Other _____ | | | |

Section IX Additional

Are there any individual considerations that affect your ability to volunteer (allergies, medical problems, availability)?

Section X Volunteering Areas

Please rate your MRC interests from 1 to 4. 1 is least 4 is most

| | Least | | | Most |
|---|-------|---|---|------|
| | 1 | 2 | 3 | 4 |
| 1. Emergency Response Team-medical support and/or support | | | | |

| | | | | |
|--|---|---|---|---|
| 2. Public Health information, education/community outreach | 1 | 2 | 3 | 4 |
| 3. Administrative Support and credentialing | 1 | 2 | 3 | 4 |
| 4. Volunteer training and management | 1 | 2 | 3 | 4 |
| 5. Mass Sheltering (human and animal) resource development | 1 | 2 | 3 | 4 |

I certify that the information given herein is true and correct to the best of my knowledge and belief.

Signature of Applicant_____ **Date**_____

For Office Use

| | |
|-----------------------------|-----------------------------|
| Physicians | Physician Assistants |
| Nurse Practitioners | Nurses |
| Pharmacists | Dentists |
| EMS Professionals | Mental Health Professionals |
| Other Public Health/Medical | Non-Public Healh/Medical |
| Occupational Safety | Other |

Form adapted from the city of Evanston Medical Reserve Corps (n.d.) *Volunteer application Evanston Medical Reserve Corps*. Retrieved June 7, 2010 from www.evanstonmrc.gov

Appendix E



1845 Holensback Drive
Daytona Beach, FL 32177

Health Care Volunteer Position Description

Position Title: Licensed Health Care Provider

Location of Position: Volusia County Health Department

Time Commitment: Varies – As Required

Duration of Position: Indefinite

Duties: Provides health care services in accordance with license requirements as assigned by the supervising Department of Health official. The position may be called on in public health emergencies or to assist in year round public health activities. All assignments are voluntary and the volunteer may choose which assignments to accept.

Assignments could involve field work requiring physical effort including stooping, kneeling, bending, walking, standing for long periods of time, lifting and working in unit locations. During disaster response work may be outside with exposure to weather conditions, chemicals, fumes, communicable diseases and unsanitary conditions. Assignments may include evenings and weekends.

QUALIFICATIONS: Clear and active State of Florida health care professional license.

- Ability to work in crisis situations
- Ability to communicate with a diverse population
- Knowledge of disease transmission and public health principles

TRAINING: Volunteers in this position will be provided program orientation and complete Introduction to Incident Command System (IS 100) , ICS for Single Resources and Initial Action Incidents (ICS 200) and National Incident Management System (NIMS 700) training before receiving any assignments. Detailed activity job sheets and additional training may be provided prior to specific job assignments.

THIS POSITION REQUIRES A BACKGROUND SCREENING.

Contact person:

Susan Mackenzie, MRC Coordinator

(386) 274-0692 X. 7572 Main

(386) 481-8096 Cell

Susan_mackenzie@doh.state.fl.us

Reference: FloridaMRC.com(n.d.). *Volunteer position description*. Retrieved June 1, 2010 from http://www.floridamrc.com/pdf/sample_volunteer_position_descriptions_for_webpage.pdf



1845 Holensback Drive
Daytona Beach, FL 32177

Non Health Care Support Volunteer Position Description

Position Title: Non Health Care Support/ Administrative

Location of Position: Volusia County Health Department

Time Commitment: Varies – As Required

Duration of Position: Indefinite

Duties: Provides non medical services in support of the Department of Health mission and functions as assigned by the supervising Department of Health official. The position may be called on in public health emergencies or to assist in year round public health activities. All assignments are voluntary and the volunteer may choose which assignments to accept. Volunteer support duties will be based on individual training and skills.

Assignments could involve field work requiring physical effort including stooping, kneeling, bending, walking, standing for long periods of time, lifting and working in unit locations. During disaster response work may be outside with exposure to weather conditions, chemicals, fumes, communicable diseases and unsanitary conditions. Assignments may include evenings and weekends.

QUALIFICATIONS:

- 18 years or older
- Ability to communicate with a diverse population
- Valid Florida Drivers License preferred

TRAINING: Volunteers in this position will be provided program orientation and complete Introduction to Incident Command System (IS 100), ICS for Single Resources and Initial Action Incidents (ICS 200) and National Incident Management System (NIMS 700) training before receiving any assignments. Depending on responsibilities, detailed activity job sheets and additional training may be provided prior to specific job assignments.

THIS POSITION REQUIRES A BACKGROUND SCREENING.

Contact person:

Susan Mackenzie, MRC Coordinator

(386) 274-0692 X. 7572 Main

(386) 481-8096 Cell

Susan_mackenzie@doh.state.fl.us

Reference: FloridaMRC.com(n.d.). *Volunteer position description*. Retrieved June 1, 2010 from http://www.floridamrc.com/pdf/sample_volunteer_position_descriptions_for_webpage.pdf



1845 Holensback Drive
Daytona Beach, FL 32177

Student Volunteer Position Description

Position Title: Student Volunteer

Location of Position: Volusia County Health Department

Time Commitment: Varies – As Required

Duration of Position: Indefinite

Duties: Provides services in support of the Department of Health mission and functions as assigned by the supervising Department of Health official. The position may be called on in public health emergencies or to assist in year round public health activities. All assignments are voluntary and the volunteer may choose which assignments to accept. Volunteer support duties will be based on individual training and skills.

Assignments could involve field work requiring physical effort including stooping, kneeling, bending, walking, standing for long periods of time, lifting and working in unit locations. During disaster response work may be in shelter operations. Responsibilities may include the following positions: greeter, translator, runner, observer, and line monitor. Assignments may include evenings and weekends.

QUALIFICATIONS:

- 16-18 years old
- Ability to communicate with a diverse population
- Valid Florida Drivers License preferred

TRAINING: Volunteers in this position will be provided program orientation and complete Introduction to Incident Command System (IS 100), ICS for Single Resources and Initial Action Incidents (ICS 200) and National Incident Management System (NIMS 700) training before receiving any assignments. Depending on responsibilities, detailed activity job sheets and additional training may be provided prior to specific job assignments.

THIS POSITION REQUIRES A BACKGROUND SCREENING.

Contact person:

Susan Mackenzie, MRC Coordinator

(386) 274-0692 X. 7572 Main

(386) 481-8096 Cell

Susan_mackenzie@doh.state.fl.us

Reference: FloridaMRC.com(n.d.). *Volunteer position description*. Retrieved June 1, 2010 from http://www.floridamrc.com/pdf/sample_volunteer_position_descriptions_for_webpage.pdf

Appendix F



Medical Reserve Corps Introduction Video

Welcome to the Volusia County Medical Reserve Corps, a volunteer based group right here in Volusia County, where we live, work and play.

You may be wondering...what is the Medical Reserve Corps? What do they do and why is it important to get involved? We hope that this short video will answer some of your questions.

The Medical Reserve Corps was formed in response to the attacks on the Twin Towers on September 11, 2001. President Bush signed an administrative order to form a citizen based network of qualified volunteer's that would be able to respond locally to disasters that may hit communities. The overall mission is to improve the health and safety of our community by organizing volunteers and partnering with community organizations.

The Volusia MRC is special because we are training and preparing for disasters that may hit Volusia County. Anyone who has lived here for a while knows that Volusia County is no stranger to disasters such as tornados, floods, hurricanes and fires. The Medical Reserve Corps stands ready to respond locally helping our community help itself.

Having a local Medical Reserve Corps for our community is a great way to spread the word about disaster prevention, mitigation and response techniques that every citizen can take to protect their friends, families and properties. As a Medical Reserve Corps volunteer we can help provide valuable informational services in times of need.

The Medical Reserve Corps volunteers also participate throughout the year in promoting the health of our community. You may see the Medical Reserve Corps participating in a seasonal flu shot clinic, providing health education workshops or handing out water at a Marathon. As a member of the Medical Reserve Corps we represent our diverse and vibrant community in times of stress and times of play.

You may be thinking "must I be a practicing licensed health care professional in order to volunteer with the Medical Reserve Corps? The answer is absolutely not! While it is true that we have many volunteers with current State of Florida licensure we also need medical professionals who are in retired status, and non- medical people, to help logistical and communication activities such as answering phone calls, delivering supplies, acting a liaisons and other important functions.

If you are interested in learning more about the Medical Reserve Corps we invite you to call the Volusia County Medical Reserve Corps Coordinator at (386) 274-0692 xt. 7525 or visit the website at volusamrc.org.

Appendix G



Medical Reserve Corps Welcome/Orientation Video Script

Hello and Welcome to the Volusia County Medical Reserve Corps! We are happy you have decided to join us in this very important endeavor. As you may know, the Volusia County Medical Reserve Corps is part of a much larger network of national Medical Reserve Corps under the Office of the Surgeon General. We are a partner program with the USA Freedom Corps and the DHS Citizen Corps.

The Medical Reserve Corps was formed in response to the attacks on the Twin Towers on September 11, 2001. President Bush signed an administrative order to form a citizen based network of qualified volunteer's that would be able to respond locally to disasters that may hit communities. The overall mission is to improve the health and safety of our community by organizing volunteers and partnering with community organizations.

The Volusia MRC is special because we are training and preparing for disasters that may hit Volusia County. Anyone who has lived here for a while knows that Volusia County is no stranger to disasters such as tornados, floods, hurricanes and fires. The Volusia Medical Reserve Corps stands ready to respond locally helping our community help itself. We have practice drills and training to help you become prepared for whatever challenges the Volusia County Medical Reserve Corps will face in the future.

Your role as a volunteer with the Medical Reserve Corps includes disaster response activities and community health outreach activities. Non-disaster related activities may include: flu shot clinics, health promotion seminars, counseling services for victims, families and responders, participating in community drills, promoting preparedness and leadership opportunities. Whether you decide to participate in all the activities or just a few throughout the year it is up to you! We have developed a volunteer membership level system to help you plan your level of involvement that meets your goals. You decide how much time and when you can participate, we just help make sure there are ample opportunities for you to get involved.

Now that you are here and have filled out most if not all of your paper work there are a few more things you should know before you get started....

1st be sure that you and your family are prepared for a disaster. Do you have a family disaster plan? Will you be able to perform your duties as an MRC volunteer without having to worry

about your friends and family? If you don't have a plan, make one. We have plenty of resources to help you so just ask us and we'll help you get started!

Communication:

The Medical Reserve Corps will contact you in a variety of ways to inform you of upcoming activities such as training and meetings and MRC activation for emergency response. In the event of an emergency the Medical Reserve Corps Coordinator will send out a "call down". This means you will receive a phone call with important information about MRC activities and locations. Because we use the call down system it is very important that you keep your information up to date on your computer profile. For all other events and activities check your e-mail and read the MRC newsletter. Another important means of communication is the Volusia Medical Reserve Corps calendar. This calendar is updated frequently and is full of very useful information.

2nd Your identification badge is an important item to bring with you. Make sure that you wear your Medical Reserve Corps identification badge when you are participating in any Medical Reserve Corps event. This badge is very important in identifying you and granting you access to areas that may be off limits to regular citizens. When you arrive at a site look for the MRC Coordinator or other official so that they may scan you in and give you your assignment. Also, remember to always wear your MRC T-shirt or other clothing that identifies you as an MRC volunteer to every Medical Reserve Corps drill, exercise or response. This also helps other responders see who you are working for and reduces confusion.

3rd While you are volunteering at an event or drill pay attention to what you think went well and also what you think we can improve upon in the future. Let us know what you think so we can implement your suggestions or ideas. We are always looking for ways to make your volunteer experience go smoothly and be as rewarding as possible.

4th Take care of yourself! Take frequent breaks, talk with your fellow volunteers. Things can get stressful and we can forget basic important needs like eating, drinking and applying sunscreen. Don't work too long of shift and try to have fun, after all we are all in this together!

Thanks for volunteering! If you ever have any questions, concerns, ideas or problems contact the MRC Coordinator. We look forward to working with you, Welcome aboard!