**Easterseals-Goodwill Northern Rocky Mountain, Inc.**

**Continuity of Operations Plan (COOP)**



**March 2020**

Contents

[Executive Summary - 4 -](#_Toc35874703)

[Introduction - 5 -](#_Toc35874704)

[Purpose - 5 -](#_Toc35874705)

[Applicability and Scope - 6 -](#_Toc35874706)

[Staff contingency assumptions - 7 -](#_Toc35874707)

[Essential Functions - 7 -](#_Toc35874708)

[Concept of Operations - 8 -](#_Toc35874709)

[Phase I: Activation and Communication - 9 -](#_Toc35874710)

[Decision Process - 9 -](#_Toc35874711)

[Alert, Notification, and Implementation Process - 9 -](#_Toc35874712)

[Staff Resource Contingency Plan - 10 -](#_Toc35874713)

[Leadership - 11 -](#_Toc35874714)

[Orders of Succession - 11 -](#_Toc35874715)

[Delegations of Authority - 12 -](#_Toc35874716)

[Emergency or Disaster Significantly Limiting ESGW Operations - 12 -](#_Toc35874717)

[Phase II: Maintaining Essential Services and Functions - 12 -](#_Toc35874718)

[Mission Critical Systems – Essential Functions - 12 -](#_Toc35874719)

[Alternate Location - 14 -](#_Toc35874720)

[Alternate Communications Systems - 14 -](#_Toc35874721)

[Vital Files, Records, and Databases - 14 -](#_Toc35874722)

[\* All electronic information on an ESGW server is backed up at an alternate location - 15 -](#_Toc35874723)

[Emergency Access Establishment - 15 -](#_Toc35874724)

[Phase III: Reconstitution or Return to Normal Operations - 16 -](#_Toc35874725)

[COOP Planning Responsibilities - 17 -](#_Toc35874726)

[Test, Training, and Exercises - 17 -](#_Toc35874727)

[Conduct Training Drills and Exercises - 17 -](#_Toc35874728)

[Planning considerations - 18 -](#_Toc35874729)

[Training Activities - 18 -](#_Toc35874730)

[Employee Training - 18 -](#_Toc35874731)

[Joint Initiatives - 19 -](#_Toc35874732)

[Evaluate and Modify the Plan - 19 -](#_Toc35874733)

[Integration of the Plan into ESGW’s Operations - 20 -](#_Toc35874734)

[Appendices - 21 -](#_Toc35874735)

[Appendix A: Disaster Planning - 22 -](#_Toc35874736)

[Levels: - 22 -](#_Toc35874737)

[Explanation and Rules for Use: - 24 -](#_Toc35874738)

[Higher Risk Programs: - 24 -](#_Toc35874739)

[Lower Risk Programs: - 25 -](#_Toc35874740)

[Appendix B: Authorities and References - 25 -](#_Toc35874741)

[Delegation of Authority - 26 -](#_Toc35874742)

[Appendix C: Operational Checklists - 27 -](#_Toc35874743)

[Pre-Disaster Data Form - 27 -](#_Toc35874744)

[Post-Disaster Data Form - 28 -](#_Toc35874745)

[Appendix D: Damage Assessment Survey 29](#_Toc35874746)

[Appendix E: Key Staff and Contact Information 30](#_Toc35874747)

# Executive Summary

Easterseals-Goodwill Northern Rocky Mountain, Inc. (ESGW) has operations that must be performed, or rapidly and efficiently resumed, in a prudent and efficient manner even in circumstances of an impending or existing threat or actual emergency. While the type and impact of an emergency cannot be predicted, planning for an emergency can mitigate the impact on individuals and families we serve, our staff, our facilities and our mission.

ESGW offers supports to individuals with significant disabilities, health conditions and/or limitations in a variety of settings across four states - Montana, Wyoming, Idaho, and Utah.

Each ESGW site may have program site-specific guidelines for responding to emergencies as well as to comply with governmental and local rules. These local plans are important resources for ensuring that we can continue providing essential services to our clients possibly with limited resources. These local plans outline a comprehensive approach to ensure the continuity of essential services during an emergency while ensuring the safety and well-being of clients and employees, the emergency delegation of authority, the safekeeping of records vital to the agency and its clients, emergency acquisition of resources necessary for business resumption, and the capabilities to work at alternative work sites until normal operations can be resumed.

The following senior level officials certify that they have read this Continuity of Operations Plan and fully understand the procedures to be followed in an emergency affecting the clients, employees and facilities for which they are responsible.

**Approver Name: Title:**

|  |  |
| --- | --- |
|  | President/CEO |
|  | Chief Legal Officer |
|  | CFO VP Fiscal Program Operations |
|  | VP Facilities/Retail Development |
|  | VP of Resource Development |

# Introduction

This Continuity of Operations Plan (COOP) provides policy, guidance and operational plans to ensure the execution of essential functions and operations in the event of an emergency or threat of an emergency.

The COOP provides guidance for and facilitates the preparation of site or activity specific plans and procedures that help ensure the safety of individuals served by ESGW in the event of an emergency or threat of an emergency. The COOP and plans to be developed with it do not address day-to-day operations.

The COOP environment is an emergency response environment. As an extension of their other duties, leadership will ensure that all personnel are aware of their COOP responsibilities. Each ESGW office has worked to individualize safety, Emergency Preparedness Plans (EPP) and Kardex systems that specifically address their needs and resources.

# Purpose

The purpose of this plan is to ensure the execution of the essential functions during any crisis and to provide for the safety and well-being of the individuals served and staff, assure the capability to continue core services and business functions and activities and achieve an orderly recovery from emergency situations across a wide range of potential emergencies or threats, including acts of nature, pandemic, accidents, technological and attack-related emergencies. Specific objectives of this COOP include:

* Ensuring the continuous performance of essential functions during an emergency;
* Ensuring alternative sites for critical services such as housing and supported living if needed are in EPPs;
* Protecting essential facilities, equipment, records, and other assets;
* Protecting the safety and well-being of individuals served by the organization and staff;
* Ongoing analysis throughout the emergency including weighing risks and benefits of each decision before it is executed;
* Reducing or mitigating disruptions to operations;
* Addressing behavioral health issues that may affect the organization;
* Pre-planning for potentially critical losses of staff through scheduling, identification of alternate resources, and temporary business reduction efforts;
* Minimizing damage and loss;
* Providing organizational and operational stability;
* Facilitating decision-making during an emergency;
* Reducing loss of life and minimizing damage and losses;
* Achieving a timely and orderly recovery from an emergency and resuming full service to customers;
* Mitigating risks;
* Identifying team leads and each site impacted along with alternatives.

# Applicability and Scope

This COOP applies to all levels of management and addresses all functions and activities relating to emergency operations and COOP functions to ensure continuity of essential functions. As used in this COOP, preparedness functions and activities include plans, procedures and readiness measures, including mitigation strategies that enhance ESGW’s ability to respond to, function under, and recover from a designated emergency.

This COOP was developed to address the impact of any wide spread disaster as outlined in Emergency Preparedness Plans and is based on the following assumptions:

* Emergencies or threatened emergencies may adversely affect ESGW’s ability to continue to support essential internal operations and to provide support to clients and external agencies and partners.
* Personnel and other resources, other agencies, and providers will be made available if required for essential operations.
* Emergencies and threatened emergencies differ in order of priority.
* Many emergencies and threatened emergencies will affect the public. Developmental Disability provider agencies, employees deemed essential such as nurses from Home Care, Personal Care, Hospice and Hospices will work within the framework and under the direction of federal, state, and community emergency preparedness and response organizations as indicated.
* Plans to continue operations will need to be flexible to address the effects on the organization’s operations.
* An infectious agent, i.e. pandemic, may cause serious reductions in the availability of staff for work and affect the health of clients at risk.

Environmental events could necessitate evacuation and other precautions. In such cases, staff contingency plans must be developed to address critical functions throughout the organization.

## Staff contingency assumptions

* Staff levels may be significantly reduced due to high levels of illness and hospitalization or injury.
* There may be significant mortality associated with the event.
* Remaining workers may be psychologically affected by disease, injury, family concerns, concerns about economic loss, or fear, and require behavioral assistance
* Staff may be reduced by the need for some workers to address family emergencies or to care for children at home due to school or childcare closures.
* Staff reductions may be temporary or may be long-term depending on the severity of the event.
* Staff travel and communication will be restricted to affected geographic areas depending on event.

# Essential Functions

The following represent the highest priority functions that must be maintained in the event of an emergency:

1. Assure that individuals receiving residential services (i.e. 24-hour support, individual support, shared living/specialized home care) have access to adequate funds for food and shelter and have staff supervision if family or other supports are not available to assist.
2. Assure that individuals in hospice services receive necessary medical care and supports.
3. Assure that individuals receiving daytime services including but not limited to adult day, employment services and day habilitation receive adequate staff supervision, routine medical services, food, and shelter until individuals are transported home or to an alternate safe location. Daytime services may or may not be open depending on the nature of the emergency. Our staff will be made available to help other community providers to the extent possible. ESGW staff will ensure families or other supports are notified of any closures to the extent possible.
4. Assure that individuals receiving daytime or residential services are screened and receive the medical care and supports necessary to maintain their health and safety. (See Appendix A for guidelines).
5. Provide supplies and equipment for staff as available to prevent unsafe exposure to harmful substances or illness.
6. Maintain sufficient administrative functions to adequately deploy staff and manage payroll, purchasing, and contract reimbursement activities.
7. Maintain an effective and ongoing system of communication to provide support and/or information to staff, individuals, family members, and relevant human service agencies.
8. Assist staff in accessing potentially required local supports (including local crisis plans) and that these supports could include assistance from neighbors, family members, and disaster relief personnel.
9. Continue other priority functions that may assist in the above essential functions to the extent possible such as:
   1. Transportation Services
   2. Scheduling medical care and medication assistance as indicated
   3. Supplies and other provisions
   4. General administrative support functions
   5. Staff recruitment and reallocation as indicated
   6. Volunteer coordination (use as staff substitutes in an emergency)
   7. Training and orientation of new staff and/or volunteers-fast track process as needed
   8. Essential clinical services (individual and site specific)
   9. Information technology services-communication and systems review
   10. Records maintenance
   11. Billing and payroll services
   12. Special dietary considerations (individual and site specific)
   13. Psychology and behavioral supports (if needed)
   14. Family supports
   15. Media and community relations
   16. Uniting individuals with families or other supports

Site-specific Emergency Preparedness Plans and Kardex systems may be initiated at this time as indicated for site-specific instructions.

# Concept of Operations

President/CEO is responsible for the implementation of ESGW’s COOP plan. She will be responsible for managing resources, analyzing information and making decisions in the event that a pandemic or other emergency is declared. In addition, all communications will be started with her and work down the chain of command.

The President/CEO is also responsible for front-line management of the incident, for tactical planning and execution, for determining whether outside assistance is needed and for relaying requests for internal resources or outside assistance through the Emergency Operations Center (EOC), which will be the ESGW Headquarters at 425 1st Avenue North, Great Falls, MT. In the event that this building is uninhabitable, the ESGW facility at 4400 Central Avenue will serve as a backup. Critical staff will be available via phone and email.

# Phase I: Activation and Communication

## Decision Process

Emergencies, or threatened emergencies, may adversely affect the ability of ESGW to continue to carry out essential functions and operations. Initially, this plan should address the ability of the agency to address the implications of an emergency or disaster as outlined in EPPs of affected areas.

President/CEO may direct full or partial activation of the COOP Plan. Activation of the plan may initiate the transfer of essential functions or the deployment of pre-identified personnel and equipment/supplies. The Activation of the plan may also involve significant alteration of work plans and assignments of staff to critical work areas; use of contractors; extension of overtime for staff and similar alternatives to address staffing needs.

The Plan may be activated if adequate staff is not available for work in order to keep critical business interests operational. It should be kept in mind that the Plan is NOT an evacuation plan; rather it is a deliberate and planned deployment of pre-identified and trained personnel and/or the transfer of essential functions. Should activation of the plan be necessary, the President/CEO will disseminate notification of the COOP Plan activation with appropriate instructions, by available means including radio, television, telephone or email. Pre-identified personnel should follow the instructions outlined in the COOP Plan, local EPPs and Kardexes specific to their roles.

Following an event, a major consideration becomes reconstitution of key leadership positions with personnel drawn from remaining locations. The regeneration of agency offices and programs with adequate personnel (and/or facilities) to restore complete business operations is also key. Reconstitution activities will be oriented towards the identification of alternate human resources to offset staff losses for limited or extended period.

## Alert, Notification, and Implementation Process

Developing situations should be noted, with emphasis on worsening situations that could develop into crisis conditions. It is expected ESGW will receive a warning from various emergency services prior to declaration of a disaster or emergency and the effects may last days, weeks or months.

Under this circumstance, the process of activation would normally enable the partial or full activation of the Plan with a complete and orderly alert, notification, and deployment of pre-designated personnel, equipment/supplies, and/or temporary transfer of selected essential functions.

The COOP will be activated upon notification of the President/CEO of the agency of an imminent situation or serious threat. Upon activation the COOP, designated staff will be deployed to implement COOP, EPPs and Kardexes as indicated.

## Staff Resource Contingency Plan

1. Identification and priority of critical operation points necessary for continuity of operations include:

* 24 Hour Residential Supports and Supported Living- MT and WY
* Nursing supports ( Medallion Home Health Care and Hospice) - triage skilled needs
* Personal Care, Private Duty Nursing, and Adult Day (if not other caregivers in place)
* Fiscal and Administrative Functions
* Human Resources and IT
* Day Habilitation Services, if operational and allowed by state
* Other direct care services: Behavioral Health, Pediatric Therapy Services, Early Intervention, Senior Community Services Employment Program, Autism, and workforce development services.
* Retail Stores

2. Plan for reduced services will be based on type and level of service, availability of other supports, consequences of reduction or change in service and other factors. In the event of severe staffing reduction, ESGW will initiate an alternate staffing plan as necessary. The plan will take into account availability of staff able to work and deploying staff from areas to fill vacant shifts. The first aim is to keep individuals in their own homes as much as possible. ESGW will contact families to provide backup support and transportation during the crisis period to assist. For those individuals living in their own apartments or homes and care cannot be provided, it may be necessary for them to vacate their apartments. These individuals will be asked, with help from staff, to create their own emergency plan that may include living with relatives, neighbors or friends. Individuals who do not have any possible caretakers may choose to move to a community shelter, as designated by the American Red Cross or their local emergency plan. Another option may be to stay at one of ESGW’s designated sites such as congregate residence or day habilitation program where staff and resources are combined to meet the needs of multiple individuals at one location.

3. Evaluation of potential health and safety issues and risks that might arise through diversion of staff to new job roles and loss of critical staff in various operational positions will be analyzed throughout the event. ESGW will survey its staff to seek each person’s availability in the event of a serious threat. It is expected that many staff will have reduced availability due to their own circumstances. ESGW will attempt to staff all programs and retail sites as close as possible to the required staffing patterns; however, if this is not possible department leadership will determine appropriate patterns.

4. Assessment and deployment of available staff. Staff members who have been trained in CPR, First Aid, MANDT (de-escalation) and Medication Administration. Medication Certified staff may have to float from program to program to administer medications if a certified person is not available. Client/patient charts or medical records will be provided to assist staff deployed to programs and to individual’s not routinely providing care to promote continuity of services.

5. Identification of contractors or other staffing options that may alleviate problems resulting from staff loss. ESGW maintains on-call lists and will contract if necessary with a relief agency. In addition, in the event of closure of day programs, ESGW will deploy those staff to residential sites as necessary. In the event of a closure of retail stores, ESGW will implement a plan to coordinate internal and external communication throughout the closure.

6. Identification of options for staff to work off-site. Some ESGW staff has the ability to work remotely and has the ability to access ESGW servers from off-site locations. Other technology such as cell phones, texting, twitter, and Facebook will be used depending on what systems are available.

7. Assessment of flexible work hours and leave options where feasible to allow employees to address family needs while continuing to support ESGW’s clients and mission as ESGW has done to cover open shifts during snow storms.

8. Written notification to employees of proposed contingency plans and compensation provisions, if feasible. ESGW will use electronic communication as well as paper to notify staff of contingency plans.

9. Assessment of overtime resulting from disaster support and sharing responsibilities among workers.

10. Assessment and development of local EPPs and Kardex systems and practice drills to ensure local readiness. Disaster and first aid kits will be located in designated areas along with other supplies as indicated.

## Leadership

### Orders of Succession

Succession will activate if an ESGW staff member in a key position is unable to work and direct essential functions and operations for more than three consecutive days due to illness, family emergency or other factor. (Absences of less than 3 days will be handled in the manner that ESGW manages vacations or staff illnesses during non-emergency periods.)

In the event that succession becomes necessary, written, cell phone and electronic notification will be used to notify all managers and program and retail directors of the start date and detailing the scope of the transferred authority. If succession of the President/CEO is necessary, the ESGW Board of Directors will be notified as well.

### Delegations of Authority

Overall authority for decision-making and policy determination within ESGW during an emergency rests with the President/CEO. Authority is delegated to manage the affairs of the organization in the Presidents/CEO’s absence as follows: programs and services are delegated to the CFO VP Fiscal Program Operations and A.V.P.s over their assigned areas. Financial operations are delegated to the CFO VP Fiscal Program Operations. These include the monitoring of agency funds, contracts and payroll. The VP Facilities/Retail Development will oversee Goodwill store operations. The VP of Resource Development will direct community relations, media, and related staff in the absence of the President/CEO. The AVP IT will ensure backup systems such as phones, computers, email and other technology are in place to operate essential functions. The CLO will be consulted as necessary for legal questions.

## Emergency or Disaster Significantly Limiting ESGW Operations

In the event of severe staff reduction or significant disaster, the management team of the organization will determine which essential functions are critical for the overall operation of the agency. The President/CEO or delegate is responsible to identify which functions are necessary to ensure the health and safety of the individuals served and to maintain those functions necessary for the agency to minimally get by. Assistance from other agencies in the area will be sought out if necessary. Transfer of care to another agency or source such as family will also be considered.

# Phase II: Maintaining Essential Services and Functions

**Initiate, as developed, local Emergency Preparedness Plans and Kardex systems.**

## Mission Critical Systems – Essential Functions

1. Assure staff availability to serve individuals receiving residential services
   1. Complete survey of all available staff
   2. Develop staffing plan
   3. Finalize duties and authority (Order of Succession) levels for each house
   4. Follow local Emergency and Kardex plans for guidance
   5. Implement Relocation Plan as needed
2. Assure that individuals receiving residential services have adequate shelter and supplies and food
   1. Inventory food and supplies. Combine food/supplies and consolidate shelter as needed
   2. Have access to funds such as petty cash or charge accounts to purchase emergency food and supplies in sufficient quantity
   3. Stock disaster kits, first aid kits and other supplies on site and replace if expired
   4. Distribute supplies as needed
3. Assure that individuals receiving residential, clinical, or other services receive supports necessary to maintain their health and well being
   1. Determine critical needs for each individual
   2. Determine who has or does not have caregiver, family or other support and prioritize needs. Involve family and others. Initiate contact to transfer care or services if needed.
   3. Maintain communication with primary care physician if medical issues arise
   4. Identify alternative health supports if current providers are not available such as same day care
   5. Assign additional staffing as needed
   6. Refill prescriptions as needed
   7. Enforce good hygiene and infection control measures
   8. Use medical supplies as needed (gloves)
4. Assure individuals and staff receive critical clinical supports and interventions
   1. Train backup staff in interventions for individuals they will be supporting
   2. Provide clinical support for individuals
   3. Provide resources and guidance to staff
   4. Maintain ongoing communication and information about status
5. Care for non-hospitalized ill or medically frail consumers
   1. Identify staff willing to care for ill individuals
   2. Determine if congregate care is optimal if people remain in place
6. Include local resources in EPPs/Kardex specific to each community
7. Whenever possible, assure essential consumer information is current and portable (on site)
8. Maintain essential administrative and fiscal operations including payroll
   1. Identify back up for all essential functions
   2. Cross train staff for all essential functions
9. Assure that agency has adequate supplies in place to sustain operations for 7-10 days as indicated
10. Assure that the agency has sufficient cash and/or credit capacity to make necessary emergency purchases. This will be determined by need and service line.
    1. Increase petty cash for admin office and houses (petty cash already in place in most locations)
    2. Consider expanding credit limits on credit cards (charge accounts in place in most locations)
    3. Consider maintaining or increasing line of credit with bank
11. Determine alternative means for processing payroll during crisis period
    1. Accounting to research alternatives without breaching security of IT system
    2. Discuss alternatives with IT
12. Assure that staff attendance is collected in the least labor intensive manner
    1. Consider using exception reporting for attendance
    2. Implement a phone in system for attendance reporting
13. Assure that bills are paid, information is maintained and payables recorded
    1. Establish remote access for key staff
    2. Train back up staff in all processes
14. Assure that communication systems are in place and monitored to reach all levels of the organization
    1. Create email groups and other modes of communication (i.e., texting)
    2. Maintain regular “information bulletins” for staff detailing key areas of concern, actions ESGW has taken, plans for future, thanks etc.
    3. Establish remote access for all appropriate staff
    4. Staff phone number lists including cell and land lines numbers

## Alternate Location

The President/CEO or most senior available employee on site in consultation with CEO or VP will be responsible to determine whether programs and retail sites need to be relocated due to damage or staff shortages. Each local Emergency Plan/Kardex lists primary and secondary alternate locations.

## Alternate Communications Systems

Telephone listings of key employees including work, homes and cell phones are listed in the local plans and the COOP. HR can generate staff lists by site or alphabetically by name. This information will be made available electronically to selected administrative staff. Cell phones currently used by Program and Retail Directors and Administrative staff will continue as a means of communication. This will be supplemented with e-mail available to all administrative staff, program and retail directors and selected program and retail locations, including those designated as alternate locations. Remote access will be established for staff whenever appropriate. Twitter, Facebook and texting will also be used.

## Vital Files, Records, and Databases

The President/CEO or most senior available employee in consultation with CEO or VP will be responsible for determining whether records need to be relocated. When relocation is determined to be necessary, the following may be implemented:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Vital File, Record, or Database** | **Form of Record (e.g., hardcopy, electronic)** | **Pre-positioned at Alternate Facility** | **Hand Carried to Alternate Facility** | **Backed up at Alternate Location** |
| Individual  Client Records | Hard copy & Electronic\* |  | **X** |  |
| Medical Records | Hard copy & Electronic\* |  | **X** |  |
| Medication Charts, Doctors Orders | Hard copy & Electronic\* |  | **X** |  |
| Behavior Plans | Hard copy & Electronic\* |  | **X** |  |
| Staff Communication Book--housing | Hard Copy |  | **X** |  |
| Payroll records | Electronic |  |  | **X** |
| Contracts, Billing and Attendance | Hard copy & Electronic |  |  | **X** |
| Accounts Payable | Hard copy & Electronic |  |  | **X** |
| Personnel Information | Hard copy & Electronic |  |  | **X** |
| Training Database | Hard copy & Electronic |  |  | **X** |
| COOP Plan | Hard copy & Electronic |  |  | **X** |

## \* All electronic information on an ESGW server is backed up at an alternate location

## Emergency Access Establishment

There are times when emergency access may be required, such as when a portion of a building becomes uninhabitable, or an entire section of a network becomes separated from the ESGW domain. If that occurs, the following actions will be taken:

* The department will determine the extent of the problem or outage and notify the Help Desk.
* If immediate access is required, as in the case of emergency access to health information or other mission-critical information, the department will attempt to locate habitable buildings or functional networks/systems, within its buildings and facilities. Critical operations will be transferred to functional facilities, as required.
* Departments will communicate any requirements for equipment and networking at alternate sites, by the fastest appropriate means to the IT Department.
* If emergency operations require immediate access to systems, and if all areas within a department are inaccessible or non-functional, the department will call IT at xxx-xxx-xxxx.
* If emergency access from an alternate location is required, the Continuity of Operation Plan (COOP) will be invoked if the outage goes beyond 4 hours.

# Phase III: Reconstitution or Return to Normal Operations

The decision to suspend or terminate COOP operations and return to normal operations will be made by the President/CEO or her designated successor. This decision will be prompted when the following conditions have been met:

* Staff resources have returned to at least 80% of normal levels
* We receive notification that the imminent threat or danger no longer exists
* Alternate plans are in place and functioning to restore normal operations

Once the decision is made, it is expected that a full return to normal operations could take up to a month. Operations will be phased in beginning with those areas that were impacted the least. When there is sufficient staff available, individuals who had relocated due to staffing shortages will resume previous job duties.

Notification of staff that a particular site has reopened or that they should return to work at a new location will be made by phone or e-mail. The responsibility for contacting staff will be shared by Administrative, Human Resources, Program and Retail Directors and the employee’s immediate supervisor. ESGW will also post general updates and information on our web site so that staff and families can remain informed of the status of agency operations.

In the event of a serious disaster or damage, those areas most affected will be the last to return to normal functions. Backup staff will remain in place. The President/CEO will make a determination about rehiring for the position(s) through external advertising and/or internal posting if indicated. Until that process is completed, the COOP will not be completely terminated.

If a site was relocated during the event, the President/CEO will make the decision to return to the primary location as soon as:

* The space is determined to be safe and functional
* Power and other utilities are restored to the building
* At least one backup person is identified for each essential job
* Staff have an available means of transportation to get to the office

# COOP Planning Responsibilities

|  |  |
| --- | --- |
| **Responsibility** | **Position** |
| Review COOP plan annually | President/CEO and Administrative Staff |
| Update telephone rosters as needed | Administrative Staff, Program Directors, Supervisors |
| Review status of vital files, records, and databases. | Administrative Staff and Program Directors |
| Conduct alert and notification tests | Assigned staff in each location, Safety Committee |
| Develop and lead COOP EPP training | President/CEO, CLO, Administrative Staff and Safety Committee |
| Update local Emergency Plans/Kardex systems annually | Assigned staff in each location, Safety Committee |

# Test, Training, and Exercises

## Conduct Training Drills and Exercises

Everyone who works at ESGW requires some form of training such as sessions to review safety procedures, technical training in equipment use, and evacuation drills.

### Planning considerations

The V.P. of Human Resources is responsible for developing a training plan. Staff at all levels of the organization will be trained in Emergency Preparedness. All staff will be trained in the COOP annually. New staff will be trained as part of their orientation training. Training will include a review of local emergency plans and drills. Staff will participate in local disaster training and planning committees when available.

### Training Activities

ESGW will engage in training activities using some or all of the suggested activities listed below:

* Orientation and Training Sessions: These are regularly scheduled discussion sessions to provide information, answer questions, and identify needs and concerns regarding safety and emergency preparedness.
* Local Drills: Mock drills and tabletop exercises allow staff to gain skill and experience by providing exposure to potential situations in their local communities. Drills are held regularly so staff and clients are prepared should a real threat occur. A description of drills is outlined in the Kardex and Emergency Plans for each area. Drills are documented and evaluated.
* Actual Events: Snow closure days, power outages and other real occurrences are documented and evaluated to test the functionality of processes. State and National disasters/events (violence, storms, and tornadoes) are also monitored and used to gain knowledge on how to best respond to situations.

### Employee Training

General training for all ESGW employees will address:

* Review of Emergency Preparedness Plan and Kardex for their area
* Staff roles and accountabilities
* Emergency Event Codes
* Natural Disasters
* Evacuation procedures
* Behavioral Situations
* Workplace Violence/Threat/Disturbance
* Utility Failures
* Important Phone Numbers
* Medical Emergencies
* Spills and other hazardous materials
* Bomb Threat
* Fires
* Disaster and first aid kits
* Universal Precautions
* Evacuation, shelter, and accountability procedures
* Emergency shutdown procedures
* Explaining emergency procedures to clients
* How to staff programs and services in emergency situations

# Joint Initiatives

Outreach to the community-at-large includes the following:

* Participation in joint agency initiatives, where applicable and feasible
* Developing relationships with other agencies to share plans and resources
* Participating actively in interagency COOP Work Groups and multi-agency exercises

# Evaluate and Modify the Plan

ESGW leadership staff will review the plan at least once a year to assess:

* Is the plan functional and does it reflect real or potential threats?
* Does the plan include lessons learned from drills and actual events within and outside our agency?
* Does staff at all levels understand their respective responsibilities?
* Have new members been adequately trained?
* Does the plan address all areas of operation?
* Are photographs and other records of facility assets up-to-date?
* After the development of the plan, have any new issues or hazards come up?
  + If so, modifications to the plan may be necessary.
* Are the names, titles, and telephone numbers up to date?
* Are steps being taken to incorporate emergency management into other facility processes?
* Does staff receive outside training on planning? (CARF, National, Local Emergency Response)
* Are leadership and key staff involved in the planning and evaluation of the COOP?

In addition to conducting a yearly review, the plan should be evaluated and modified at these times and employees will be briefed on changes to the plan:

* After training drills or exercises
* After an emergency
* When personnel or responsibilities change
* When facility changes occur
* When new or potential threats are identified (violence in the workplace)

# Integration of the Plan into ESGW’s Operations

Tests of emergency plans are routinely performed by ESGW sites.

As part of COOP testing and evaluation, the following questions may assist in determining its effectiveness and integration into ESGW’s operations:

* How well does senior management support the responsibilities outlined in the plan?
* How can the agency’s processes for evaluating employees and defining job classifications better address emergency management responsibilities?
* Are there opportunities for distributing emergency preparedness information through the agency’s newsletter, employee manuals, or Safety Champions?
* What kinds of tools or other visible reminders would be helpful?
* Do personnel know what they should do in any emergency?
* How does the COOP align with the Emergency Preparedness Plans
* How can all levels of the agency be involved in safety and emergency preparedness?

# Appendices

**Appendix A: Disaster Planning**

1. Patient/Client Classification System

A. Levels

B. Explanation and Rules for Use

C. Higher Risk Programs

D. Lower Risk Programs

**Appendix B: Authorities and References**

1. Administrative Orders of Succession

2. Program and Retail Orders of Succession

3. Delegation of Authority Form

**Appendix C: Operational Checklists**

1. Pre-disaster Employee and Client Location Data Form

2. Post-disaster Employee and Client Location Data Form

**Appendix D: Damage Assessment Survey**

**Appendix E: Key Staff and Contact Information**

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| **Plan Updated** | |
| **Origination Date: 2007** | **Review Due Date: March 16, 2020** |
| **Updated: 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020** | |
|  | |
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## Appendix A: Disaster Planning

**PATIENT/CLIENT CLASSIFICATION SYSTEM:**

### Levels:

**LEVEL 3: NO CAREGIVER OTHER THAN OUR STAFF**

* 3A- MOVEMENT RESTRICTED:
* Unable to get out of bed/chair without assistance
* Unable to walk or be mobile by themselves
* 3B- NUTRITION DEPENDENT:
* Unable to shop, prepare food, and/or eat by themselves
* 3C- MEDICATION DEPENDENT:
* Unable to obtain, remember and/or self-administer medication
* 3D- UTILITY DEPENDENT:
* Dependent on electricity for ventilator, oxygen concentrator, hospital bed, electric lifts or chairs
* Unable to ensure their own safety by switching to portable oxygen or battery powered equipment by themselves
* 3E- SKILLED INTERVENTION DEPENDENT: (THERAPY, WOUND CARE, DIALYSIS)
* Unable to obtain therapy, wound care, and/or transportation to dialysis by themselves

**LEVEL 2: LIMITED PRIMARY CAREGIVER**

* 2A- MOVEMENT RESTRICTED:
* Primary caregiver requires assistance to complete some transfers with patient/client
* Primary caregiver is frequently gone
* 2B- NUTRITION DEPENDENT:
* Primary caregiver requires occasional assistance to shop, prepare food, and/or feed client
* Primary caregiver is frequently gone
* 2C- MEDICATION DEPENDENT:
* Primary caregiver requires occasional assistance to obtain, remind, and/or administer medications
* Primary caregiver is frequently gone
* 2D- UTILITY DEPENDENT:
* When present, primary caregiver is able to ensure client well-being and switch from electric to portable oxygen or battery powered equipment

* 2E- SKILLED INTERVENTION DEPENDENT:
* When present, primary caregiver is able to provide therapy, wound care, and/or transportation to dialysis

**NOTE:** In the absence of adequate caregiver, other than our staff, patient becomes LEVEL 3.

**LEVEL 1: INTACT PRIMARY CAREGIVER OTHER THAN OUR STAFF, OR ALTERNATE LIVING ARRANGEMENTS**

* 1A- MOVEMENT RESTRICTED:
* Primary caregiver able to assist with all movement needs
* 1B- NUTRITION DEPENDENT:
* Primary caregiver able to assist with all nutrition needs
* 1C- MEDICATION DEPENDENT:
* Primary caregiver able to assist with all medication needs
* 1D- UTILITY DEPENDENT:
* Client dependent on electricity for ventilator, oxygen, hospital bed, and/or other electrical equipment but primary caregiver is able to assist client with switching to portable and/or battery powered equipment
* 1E- SKILLED INTERVENTION DEPENDENT:
* Primary caregiver is able to assume all therapy, wound care, and/or transportation to dialysis

**LEVEL 0: INDEPENDENT**

* 0D- UTILITY DEPENDENT:
* Client is independent with all daily needs but is still utility dependent for oxygen and/or other electrical equipment necessary for medical purposes

### Explanation and Rules for Use:

* + 1. All clients/patients who are dependent in any way on ESGW for assistance with the activities of daily living and/or skilled nursing, regardless of funding source, will be classified in one of the 4 levels (0, 1, 2, 3) with 3 being the most severe.
    2. This classification system will identify levels of need in the event of disaster/pandemic on a local or regional level.
    3. Programs will use existing client/patient lists to document classification levels in the event of an emergency. These lists will be updated on a weekly basis or more often as needs change.
    4. Programs not having a simple patient listing will develop a list of clients/patients for disaster readiness.
    5. This listing will be available on a 24-hour basis to all staff providing care or managers responsible for care. (Example: Those programs having on call will maintain list in the “on call book.” Other programs will maintain their list in a central area with client/patient records.
    6. In the event of disaster/pandemic, managers will institute the classification system with levels 3 and 2 receiving priority for care.
    7. Classification lists will be shared with local authorities as needed, such as disaster officials or power companies.

Higher Risk Programs:*(risk based on level of service, support systems, and acuity)*

* Adult Day – Great Falls, MT
* Residential/Supported Living – Great Falls, MT and Sheridan, WY
* Supported Living – Great Falls, MT and Sheridan, WY
* Personal Care (all programs) – Great Falls, Butte, Choteau (MT) and all rural areas
* Medallion Home Health Care – Great Falls, MT
* Highlands Hospice – Butte, MT
* Medallion Hospice – Great Falls, MT
* Private Duty Nursing – Butte and Great Falls, MT
* Day Habilitation/Community Access – Sheridan, WY
* Acquired Brain Injury (ABI) – Sheridan, WY

### Lower Risk Programs:

* Career Designs/OutSources – Great Falls, MT
* Behavioral Health –Idaho
* Workforce Development – UT, MT and ID
* Early Intervention – Provo, UT
* Autism Services – UT
* Goodwill Retail Stores and Warehouse – MT, ID, and UT

## Appendix B: Authorities and References

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| **Administrative Orders of Succession** |
| 1. President/CEO |
| 1. Vice Presidents CLO |
| 1. AVPs and Directors |
| 1. Assistant Directors/Managers |

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| **Program Orders of Succession** |
| Adult & Community Services   * Sr. Director Adult Community Services |
| Clinical Services   * AVP Clinical |
| Workforce Development   * Assistant Vice President |
| Adult Behavioral Health & Family Services   * Assistant Vice President |
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| Public Health & Education   * AVP Program Operations |
| **Retail Orders of Succession** |
| Montana Retail Stores   * Assistant Vice President |
| Idaho/Utah Retail Stores   * Assistant Vice President |

### Delegation of Authority

Send information to: ESGW Headquarters – Fax: 406-761-5110 Phone: 406-761-3680

|  |  |
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| Source of the authority being delegated: | Position title being delegated the authority: |
| Location of Staff: | Date of termination or the point at which delegation is automatically revoked (i.e. 30 days): |
| Authorities delegated, together with any limitations on or exceptions to their use: | |
| Extent re-delegation of authority is permitted: | |
| Notification that previous delegation is being amended or terminated: \_\_\_NO \_\_\_YES  Explain: | |
| Name, title, and signature of the person being delegated the authority specified: | |
| Name, title, and signature of the person being delegated the authority: | |
| Additional information or instructions: | |

## Appendix C: Operational Checklists

### Pre-Disaster Data Form

**Supervisor/Case Manager: Site: Date:**

| Pre-disaster Employee and Client Location Data | | | | | |
| --- | --- | --- | --- | --- | --- |
| Na**me** | **Current Physical Address** | **Current Mailing Address** | **Primary Phone Number** | **Secondary Phone Number** | **Emergency Contact Name and Number** |
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### Post-Disaster Data Form

**Supervisor/Case Manager: Site: Date:**

| Post-disaster Employee and Client Location Data | | | | | |
| --- | --- | --- | --- | --- | --- |
| Name | **Current Physical Address** | **Current Mailing Address** | **Primary Phone Number** | **Secondary Phone Number** | **Emergency Contact Name and Number** |
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## Appendix D: Damage Assessment Survey

Site: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Location: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Completed by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Accompanied by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Is there major or structural damage to the location? \_\_\_\_\_ NO \_\_\_\_\_ YES (if YES, describe)

Is there minor damage, cracks or broken glass at the location? \_\_\_\_\_ NO \_\_\_\_\_ YES (if YES, describe)

Is there damage to the ceiling? \_\_\_\_\_ NO \_\_\_\_\_ YES (if YES, describe)

Is there standing water in the building? \_\_\_\_\_ NO \_\_\_\_\_ YES (if YES, describe)

Is there damage to the equipment, furniture or furnishings? \_\_\_\_\_ NO \_\_\_\_\_ YES (if YES, describe)

Is there damage to the exterior building? \_\_\_\_\_ NO \_\_\_\_\_ YES (if YES, describe)

Are any utilities out? \_\_\_NO \_\_\_YES (if YES, describe)

Do you believe we need to relocate the facility? \_\_\_\_\_ NO \_\_\_\_\_ YES (if YES, explain)

Is there any problems securing the facility from vandalism? \_\_\_\_\_ NO \_\_\_\_\_ YES (if YES, explain)

Has police, fire, insurance or other outside professionals visited/inspected the facility and their findings?

**Send information to: ESGW Headquarters; Fax: 406-761-5110; Phone: 406-761-3680**

## Appendix E: Key Staff and Contact Information

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| --- | --- | --- | --- | --- | --- | --- |
|  | **Name** | **Title** | **Office phone** | **Cell phone** | **Home phone** | **E-mail** |
| **Leadership** |  | President/  CEO |  |  |  |  |
|  |  | CLO |  |  | Same as cell |  |
|  |  | CFO VP Fiscal Program Operations |  |  | Same as cell |  |
|  |  | AVP IT |  |  | Same as cell |  |
|  |  | VP Facilities/Retail Development |  |  | Same as cell |  |
|  |  | VP Resource Development |  |  | Same as cell |  |
| **Marketing & CR** |  | Community Relations |  |  | 406-761-5751 |  |
|  |  | AVP Development |  |  | Same as cell |  |

**Idaho Programs**

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**Idaho & Utah Retail**

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**Montana Programs**

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**Montana Retail**

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**Utah Programs**

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**Wyoming Programs**

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