



Avalanche Appendix Development Toolkit

For Health Care Facilities in Colorado

This toolkit is designed to help health care facilities in the State of Colorado develop the Avalanche procedures to include in an Emergency Operations Plan. It is intended for use in conjunction with the other planning resources available online from the Colorado Department of Public Health and Environment at www.healthfacilities.info under the Emergency Planning Resources link.

December 2008

Version 01.LTC.C



CDPHE-HFEMSD

INTRODUCTION

This toolkit uses the standards in the INTERIM Comprehensive Planning Guide (CPG 101) and the INTERIM Emergency Management Planning Guide for Special Needs Populations (CPG 307). More information about the CPG project, including the full text of *CPG 101*, can be found at the FEMA website (<http://www.fema.gov/about/divisions/cpg.shtm>). The project is not yet complete, so some of the guidelines offered in this toolkit also draw on the Guide for All-Hazards Emergency Operations Planning (SLG 101), which the CPG project is replacing. Text drawn directly from any of these documents appears in *italics* with parenthetical citations at the end of the selection indicating the source. All other informational text appears as normal print. Where applicable, sample text is also provided. This text appears **[bracketed and bolded]** and is suitable for use in the facility's **Avalanche Appendix**. Other examples are available to download from the **Development Toolkits** at www.healthfacilities.info under the Emergency Planning Resources link.

DEFINING A HAZARD-SPECIFIC APPENDIX

Hazard-Specific Appendices are one part of an Emergency Operations Plan (EOP). They provide the supplemental information that applies only to a specific hazard. They are supporting documents attached to the **Basic Plan** or **Functional Annexes** in the EOP. The information contained in the Appendix should clarify the procedures already developed in the EOP by outlining specific concerns, information requirements, equipment needs, operating procedures, or support requests that a facility would not require in a different scenario. The EOP should include a **Hazard-Specific Appendix** for the most likely and/or dangerous hazards a facility faces. Use the **Hazard Analysis Toolkit** available online at www.healthfacilities.info under the Emergency Planning Resources link to identify the hazards most common to the facility.

CONTENT

The information contained in a **Hazard-Specific Appendix** looks very similar to that of the **Basic Plan** or a **Functional Annex**. The order is the same, as are the section subdivisions. However, the **Hazard-Specific Appendix** is briefer and includes more information under the **Tabs (Section 8)** than the other two documents. **Remember that an Appendix should clarify the procedures already established in the EOP or Functional Annex and should not be considered a stand-alone document.**

INSTRUCTIONS

1. Assemble the Comprehensive Planning Team (CPT) and distribute this toolkit to each member for review.
2. Collect the following information:
 - The facility's **Hazard Analysis Toolkit** or comparative document.
 - The facility's **Basic Plan** document (see the **Basic Plan Toolkit** online for more help) and the **Functional Annexes** (also available online).





- A copy of the facility's floor plan, and any maps, diagrams, instructions or expert personnel related to this Appendix.
 - Any other materials deemed relevant by the CPT.
3. Read the entire toolkit and use the information collected here to develop an **Avalanche Appendix** for the facility's **EOP**.
 4. Work each section in the toolkit in order. As with the other toolkits, each section of the plan draws on the previous section for clarification and focus.
 5. Complete the **entire** toolkit!
 6. Stop to check work often with facility, local, state and federal guidelines. The checkmark in the margins will help identify good stopping points.
 7. Remember:
 - Most of the *Italicized text* is drawn directly from *CPG 101*, *CPG 301*, or *SLG 101*.
 - **[Bolded, bracketed text]** indicates sample text suitable for use in a facility's Appendix.
 - Be sure to address all of the suggestions under each section before moving on.

DEVELOPING THE APPENDIX

Section One: Purpose, Scope, Situations, and Assumptions

This is the brain of the **Appendix**. The material establishes the intent and usage of the **Appendix** and provides direction, clarity and context for the response procedures outlined. The content here focuses more on providing integration guidelines with the **EOP and Functional Annexes**. Consider this section the implementation instructions. When complete, the section should provide the following information:

- What events or hazards can trigger the Appendix and the response (Remember that an avalanche may be a secondary result of another hazard, such as a severe storm)
- What personnel in the facility have the authority to order the activation of the Appendix
- How long the Appendix can be in effect
- What other aspects of the **EOP**, if any, should be activated with the Appendix
- List what scenarios or assumptions are included in the Appendix.
- Determine how many staff could be involved in the response, and what departments they are from
- Determine when to contact outside authorities, agencies, or other help
- Have protocols or policies in place that state when authorities will be notified, when families of any victims will be notified, and how. Pre-scripted messages can be included in **Tabs (Section 8)**.

1. Purpose

Much like the thesis statement of a paper or article, this paragraph establishes the overarching theme and intent of the Appendix. All other aspects of the Appendix should flow logically from this statement. An example is listed below:

[The purpose of this Appendix is to save or protect the life and well being of residents of this facility before and after an avalanche by finding them as quickly as possible and moving them to a designated safe area of the facility. It also could include sheltering-in-place if the avalanche happened near the facility. It



may also involve sheltering searchers, or accommodating a staging area for local rescue operations.]

2. Scope

This paragraph establishes how much the **Appendix** is intended to do. In other words, this section must clarify at what point before or during a disaster the Appendix goes into effect and how far into or past the event the **Appendix** is intended to function. Since an Appendix is a supporting document, it should also note with what other parts of the **EOP** it functions. Use titles (not names) of who is responsible for what function when assigning tasks, and a detailed assessment of the designated safe area of the facility. Maps, facility floor plans, or other graphics may be helpful to include as **Tabs (Section 8)** for reference and clarification. Include in that section any personnel policies that may affect the response, a letter of authority from corporate on when outside authorities will be called, or specific protocols that will be followed during the incident. An example is provided below:

[This Appendix will compliment the Shelter-in-Place Functional Annex though it may also work with the Evacuation and Mass Care/Mass Casualty Function Annexes. This Appendix includes procedures for keeping residents safe during an avalanche; a search protocol, and facility dependencies on other critical community resources such as police, sheriff, fire department, EMTS, search and rescue personnel, others and any medical staff. It also includes facility floor plans, and maps of the grounds and outlying area. The Appendix is intended to function from the moment a facility decides to initiate the Avalanche procedures until all residents and all staff are safe, in conjunction with the facility EOP and other Annexes or EOP documentation. There are scripted staff checklists, pre-approved and prepared messages for family members, media, and the public in the Tabs section of this Appendix.]

3. Situation Overview

Provide an overview of how the situation is expected to impact the facility and the larger community. The level of detail in this section is subject to the judgment of the CPT, but be sure it includes the relative probability and impact of the hazard, the geographic areas likely to be affected by the avalanche (including buildings, grounds, and the local community) and the facility's dependency on other critical community resources such as the police, sheriff, fire department, EMTs, search and rescue personnel, and the local emergency manager. Relevant maps, including local area maps and facility floor plans, may be included as **Tabs (Section 8)** for reference and clarification. An example is provided below:

[Avalanches are a hazard to communities in this geographic area of Colorado. When such events occur, the facility administrator or designated authority will activate the Avalanche Appendix as well as other relevant sections of the facility's EOP (the Shelter-in-Place Annex, for instance), which will include the public information section as needed, and will remain active until the facility is out of danger, and all residents and staff are safe. Steps taken to mitigate the loss of residents could include moving residents into a designated safe area and sheltering in place for the duration of the extreme weather. This Appendix also takes into consideration housing additional personnel/staff/searchers/ in the event the facility is used as a staging area for rescue personnel or operations due to the location of the avalanche.]



4. Capability Assessment

This section discusses the abilities of the facility to move residents to a centrally located designated safe area, possibly shelter-in-place for the duration of the extreme weather, and continue necessary medical care for a recommended 96-hour timeframe. It is critical that staff be able to move residents quickly. This is the place to include the assessment of the facility's security capabilities and note any Mutual Aid Agreements (MAAs) the facility has in place to procure additional resources for protecting and sheltering residents, including extra staff and equipment. Other important points to discuss may include but should not be limited to:

- Note how many employees are available at a given time
- Discuss any special training employees may have related to emergency procedures
- Include aid agreements for additional assistance during an event
- Identify what resources or equipment are available to move residents, or protect them
- Depending on the time of day, are there flashlights? Batteries for them?
- Neon vests for night?
- Explain where necessary equipment is stored
- Clearly mark resource storage areas for staff access during an emergency event
 - Do nurses' stations in each wing have supplies?
- Ensure equipment can be accessed 24/7
- Explain the protocol for staff training on equipment use
- Establish inventory protocols for this equipment
- Pre-identify which residents require more attention, or are apt to wander or not follow emergency directions
- Have a facility information sheet on hand
- List when the event will change focus, broaden, cease

5. Mitigation Overview

Provide the steps the facility takes to prevent or mitigate the dangers of an avalanche to this facility, moving residents quickly to the designated safe area or to rescue stranded residents here. Think creatively and address the variety of ways a facility keeps residents and staff safe in the building. These include life-safety measures, training and exercise, building construction types, and temporary preventative measures. Specific things to include might be:

- Specific avalanche precautions taken by the facility, or an explanation as to how this facility interfaces with local responders and the community during an avalanche. See references section for help. Talk with local emergency manager.
- Personnel training in safety procedures
- Proper maintenance of the facility, grounds, locks, fences, etc.
- Appropriate landscaping to handle climate-related hazards (such as fire)
- Construction considerations of the building
- Facility security (locked doors, restricted access, security guards, etc.)

6. Planning Assumptions

Identify and list information the CPT assumes to be true during the planning. Obvious assumptions should be included when required for clarification. When the plan is activated during a real disaster, alterations to the assumptions collected here should be noted and



the plan should be revised following the conclusion of the disaster. See **Plan Development and Maintenance (Section 6)** for more information on this process.

Sample assumptions may include, but are not limited to:

- [The Appendix focuses on keeping residents out of the path of an avalanche, including moving residents to a designated safe area BEFORE an avalanche strikes. If this facility is in Avalanche country, see the References section for more information. Work with local authorities on Avalanche procedures.]
- [The incident commander will determine the scale of the threat at the time the function is ordered.]
- [The facility will enter into and maintain aid agreements with local search and rescue resources, volunteer organizations, and emergency management sources for assistance in responding to an avalanche in the community.]
- [This Appendix is not always the primary response of the facility. Sometimes avalanches may be spawned as a result of severe storms, warm weather followed by more snow, etc.]

7. Hazard Analysis Summary

Facilities should summarize the specific hazards identified in the **Hazard Analysis Toolkit** that might require an avalanche response in this space. Remember to include disasters that may cause an avalanche as a secondary action, in addition to those which require a primary response. An example of each is provided here:

Primary: [It is avalanche season. Local authorities are warning the community of the danger. This facility is close to an avalanche chute. Policy requires that staff be forewarned. Food stores are stocked; alternate routes for evacuation or transport are designated, and staff are ready to shelter-in-place should the facility become isolated.]

Secondary: [A spring storm is generating more snow, and the storm is moving in this direction. Because of previously warm conditions, the avalanche danger is high. There are avalanche chutes close to this facility that could cause regular supply/evacuation/rescue routes to be cut off. Or, this facility is close enough to the chutes that the facility structure may be affected. This assessment will be made between the facility administrator or acting official and relevant structural experts assessing the facility. The first priority of the staff will be to keep all residents safe, to find all missing residents (who may be outside) and to assess their needs.]

Notice how both examples address the risk of the hazard, why moving residents to a safe area of the facility quickly is important, when searching might be selected, and who makes the determination to enact the **Appendix**. This information should be consistent between the **Functional Annexes** and any **Hazard-Specific Appendices** the CPT develops.

SECTION COMPLETE!



Take a few moments to review the work so far. Examine any questions, comments, or sections requiring follow up. Note that much of this material will change before the development process is done, so be sure to check back often!

Section Two: Concept of Operations



In a **Hazard Specific Appendix**, the CONOPS section provides clarity for the specific duties or actions the facility must take in the event of a specific hazard. Unlike the **Basic Plan** or **Functional Annexes**, the CONOPS section in the Appendix must be very specific. Because this is additional information, this section is much shorter than in the corresponding sections elsewhere in the **EOP** and some of the actions are different. Guidelines are provided here to assist facilities in addressing the requirements, but the CPT should develop specific procedural responses for each step. Facilities should include the specific procedures as checklists, operating instructions, job action sheets, or other handouts, either as **Tabs (Section 8)** or as part of the section.



Hint: The material here can be presented in many ways. Laminated job action sheets, procedures, checklists, organizational charts, or other simplified instructions that can be removed from the plan and distributed during a hazard may be particularly helpful. Be creative!

1. **Step One: Assess the Hazard.**

Specifically examine what the facility must do if it becomes necessary to move residents to the designated safe area quickly, and what affects an avalanche will have on facility functions, or because of this situation. This information is in addition to the hazard assessment performed when using a **Functional Annex**. Construct the procedures to accomplish some/all of the following actions. The CPT should discuss relevant assumptions, assessments and other needs. The facility **MUST** accomplish the bolded text, but **HOW** they choose do that is not defined. Do not be limited by these suggestions:

a. **Examine the situation**

- What time of day is it?
- What are current weather conditions?
- What is the weather report for the next two days?
- How full is the facility?
- How many staff members are currently on-hand?

b. **Assess and analyze the hazard**

- How long until the severe weather hits?
- How long is the severe weather expected to last?
- How much of the community will be impacted?
- How much of the facility could be impacted?
- Is it possible to safely control the situation or does outside help need to be called now?
- Have emergency personnel been notified of the situation?

2. **Step Two: Select and Implement Protective Actions.**

The CPT should develop the protective action response, but during an exercise or an event, ultimately the Incident Commander (IC), based on the information gathered from step one, must determine the protective actions the facility will take in response to the hazard. This decision may influence the decisions made using a Functional Annex as well. Construct the procedures to accomplish some/all of the following actions, but do not be limited by these suggestions:

a. **Determine the protective action**

- Who will be in charge of the Appendix?



- How many staff will be involved? Do they know to whom they report?
 - How will the sheltering/move to safety be conducted?
 - Are there teams? Is there a time limit? **[Example: At the time of the incident, residents will be moved to the designated safe area immediately by all available staff. If the weather radio says the hazard is imminent, staff may or may not have time to bring medical supplies with those who need them.]**
 - How will outside agencies communicate with the facility? By radio?
 - Who are the movers? All available staff? Non-critical, non-medical staff?
 - At what point will the facility involve outside agencies? On whose authority?
 - Who will distribute a description and picture of any missing residents? Is there a facility format for this description? Who will write it?
 - How will a possible search and rescue be conducted in bad weather? At night? Are the directions for a night search different?
 - Determine if outside help must be called in earlier because of weather conditions, time of day, or staff shortage.
 - Are emergency personnel on scene to assist the facility?
- b. Implement protective actions.**
- Who determines when the Appendix will be over? On what/whose authority?
 - Who will write a news release that is complete except for the details (called a "Swiss Cheese news release") in case the media needs to be informed? Corporate headquarters? At what point is the media contacted? Is there a news release for finding an alive (or injured) missing resident as the result of the hazard? Or a dead one?
 - Who will contact the department of health with the occurrence report or complete the report on the CDPHE-HFEMSD web site?
 - Who will call the family of any casualties of the incident? Is there a scripted message? Who will write it?
 - Is there a scribe to document everything that is being done from the time of the initial report? Who is it? They should be with the Incident Commander.
 - Is there to be an After-Action Report describing the incident? To whom does it go? Corporate headquarters?
 - Who will de-brief staff at the end of the incident? When?
 - Include applicable ICS forms as **Tabs (Section 8)**.
- c. Control access and isolate danger area**
- Establish who is allowed into the facility during the emergency event
 - Control access to already-searched areas, destroyed areas
 - Implement procedures to minimize movement of residents and staff, to avoid confusion and keep residents calm
- d. Provide immediate medical treatment to residents or allow emergency medical personnel to assume responsibility for the residents if found injured**
- If necessary, address the specific medical issues of the residents caused by exposure to weather, conditions, etc.



- e. **Communicate medical or search and rescue needs to emergency personnel**
 - Account for all staff and residents through an attendance or roster procedure. Notify emergency personnel of any missing residents or staff.
 - What kind of injuries might this scenario create for residents and staff?
 - What injuries can the staff immediately treat?
 - Establish how residents are prioritized
 - Is the facility staff aware of these procedures?
 - Include name, title, last known location, ambulatory restrictions, and critical health conditions to authorities after taking attendance
 - The CPT should consider some/all of the following as it determines what to do:
 - What protocol is in place to verify rooms have been cleared/checked?
 - What is the protocol for staff training and conducting drills on this scenario? Are all facility staff aware of this protocol?
 - Are local emergency responders aware of this protocol?

3. **Step Three: Conduct public warning or information communication.**

The facility will rarely communicate with the public directly, but there are always audiences a facility must address during a disaster. They may include local emergency personnel, residents, staff, families of residents and staff, and local and state health officials. The type of disaster will impact who the facility must notify. Have several employees trained in public information officer (PIO) skills to reduce the stress of this step on the facility.

a. **Determine the content and scope of a public warning or information communication**

- Does the public need to know about the hazard?
- Do family members or caregivers need to be notified at this time?
- Do health officials or emergency personnel need information from the facility?
- Is the media aware of the hazard?
- Does the facility have pre-approved, scripted messages and news releases ready for residents found alive, injured or dead?

b. **Disseminate internal warning or information communication**

- Determine how the facility will alert residents and staff members of the situation
- Have pre-approved, scripted messages ready for residents found injured, alive or dead after the event, or in the event of damage to the facility

c. **Disseminate information**

- Activate call-lists
- Utilize volunteers to make phone calls using a pre-scripted message
- Communicate information to employees not currently in the facility, family members of residents, local emergency managers or response personnel, and situation updates to employees still in the facility.



- Outline the procedure for notification of a resident emergency contact of the event involving their family member
- Determine who, by title, is responsible for this notification
- Create a process for tracking family/emergency contact notification
- Outline the procedure for notifying CDPHE of the missing resident
- Use the designated liaison in the facility to notify emergency personnel and others of the facility's situation, needs, and projected actions

4. Step Four: Monitor the situation

Monitor the incident. The performance of alternative resources, the overall health and well-being of staff and residents, progression of other disasters, and the security of the facility must all be considered. Determine a way for the IC or designated authority to monitor the situation and revise previous decisions as required. If the situation expands, have a plan in place to roll command to another agency, or establish joint command to/with the police, fire department, or other agency if necessary.

5. Step Five: Demobilize the Plan

Eventually the plan must be demobilized. The most obvious indication of this would be the end of the bad weather. If outside agencies have been involved in the response, the IC should inform them when the situation is over, based on best judgment. The Appendix may also demobilize by giving way to another Appendix or Annex.

SECTION COMPLETE!



Take a few moments to review the work so far. Examine any questions, comments, or sections requiring follow up. The material developed in the last section is critical to the Appendix, so be sure it makes sense. Revisit the procedures drafted here frequently and re-work them as required.

Section Three: Organization and Assignment of Responsibilities

On average, facilities identified ten departments directly involved with daily operation, plus two additional medical resources that are not permanently on-site at the facility. The departments are convenient ways to divide up and assign the responsibilities of the Appendix procedure in an organized manner. **Remember the CPT should tailor this section to reflect the unique capabilities of the facility.**

- Begin by reviewing the corresponding **Organization and Assignment of Responsibilities** section developed in the **Basic Plan**.
- Identify which duties between the **Basic Plan** and the **Hazard Specific Appendix** are the same and, if possible, assign the same department to those responsibilities.
- Fill in the rest of the responsibilities using the titles or department names. **DO NOT USE NAMES OF INDIVIDUALS!**
- When determining what role to assign each department, consider the specific needs of a tornado response. Recognize that while some duties will be the same between the **Basic Plan** and **Functional Annexes**, some of them will be very different. Assigned duties should compliment the established assignment of responsibilities for other parts of the plan.
- Pick the best fit for the job.
- List at least two alternates, by title, for each responsibility



- Remember the span of control- no one person should oversee more than seven people, and everyone should report to only one person.



Hint: Print out a blank Incident Command System (ICS) chart (available online at www.healthfacilities.info) and fill it in as the CPT completes this section.

A clear understanding of ICS will greatly assist a facility in successfully implementing disaster organizational requirements, including the appropriate assignment of responsibilities. As emphasized in both the **Hazard Analysis Toolkit** and the **Basic Plan Toolkit**, the critical staff must complete basic ICS training. This training is available from the State (www.dola.state.co.us/dem/index.html) as classroom training, or as online training from FEMA (<http://training.fema.gov/IS/>). After completing the ICS training, this section should be much clearer for both the CPT and the facility staff.

SECTION COMPLETE!



Take a few moments to review the work so far. Examine any questions, comments, or sections requiring follow up. Remember that the organization of responsibilities is indicated by title, not by name, and should be flexible. Note that much of this material will change before the development process is done, so be sure to check back often!

Section Four: Disaster Intelligence

Outline the essential information about the disaster or event required to make the Appendix operational. This may include situation briefs, weather reports, staff and volunteer rosters, and status reports. This section also indicates from where the critical information is expected to come. Facilities should partner with local emergency management to ensure notification and inclusion in information dissemination operations. Remember to collect both the GENERAL information for the **Basic Plan** and the SPECIFIC information for this **Appendix**.

- Outline types of information critical during an avalanche situation.
- Ensure information resources are accurate and easily available.
- Familiarize staff with proactive information collection.
- Create standards for information dissemination in the facility.
- Have procedures for sharing critical information with the emergency community during an avalanche/severe weather situation.
- Practice sharing information internally and with other partners.
- May set a briefing time for outside agencies or the media/public
- May describe information dissemination methods (verbal, graphics, etc.) and protocols
- Identify information resources required by state, local, or corporate agencies.
- Use ICS forms 201, 202, 203, 204, 205, 207, 209, and 213, or variations of them, to assist in this process.

SECTION COMPLETE!



Take a few moments to review the work so far. Compare the **Hazard-Specific Appendix** to the **Basic Plan** and see if the two plans compliment one another. Examine any questions, comments, or sections requiring follow up.

Section Five: Administration, Finance, and Logistics



Detail the support requirements and the availability of those services for the facility during the emergency situation. Overall, this section will include specific policies for managing resident-related resources, list specific Mutual Aid Agreements (MAAs) for other pre-determined sources of assistance, and re-list the policies for keeping financial records, tracking, reporting using, and compensating the use of resources, and other policies detailing what records must be kept. The use of incident command forms (available online) is highly recommended to assist this process. Remember that accurate documentation is required for most state and federal aid reimbursement.

The section is broken down into major responsibilities for simplicity. Remember to detail the specific policies for the scenario here, while maintaining cohesiveness with the general guidelines listed in the corresponding section of the **Basic Plan**. As explained in the **Organization and Assignment of Responsibilities (Section 3)**, these functions are already used in the facility for day-to-day operations. Consider assigning responsibility for this section to existing corresponding authorities or departments within the facility. Include existing organizational charts, accountability methods, or logistical flow charts here to help clarify the additional responsibilities of these functions during the scenario.

1. **Administration:** Detail the scope of duties and information the administration coordinator will be accountable for during and after the disaster. This section will probably look very similar to the one in the facility's **Basic Plan**. Critical functions include:
 - Records and reports associated with tracking the status of teams
 - Attach tabs of maps that depict routes, grounds, grids for immediate and extended assistance
 - Keep lists of patients and staff and their relative locations before, during, and after the event, including photographs
 - Oversee assignment of staff and volunteers for specific duties
 - As soon as this Appendix is activated, have a demobilization plan ready for when it is concluded. Someone will end the Appendix, and must de-brief everyone involved. There should be a plan to resume normal work activities, and demobilize the rest. This action could also be the result of another situation. Be prepared with a news release, or other information that may be necessary for the public and the press explaining why the situation is concluded.
 - Plan a "hot wash" or an After-Action Briefing (form online). Talk about what went well, and what went badly. This is the time to discuss how the next emergency event could be conducted better, or what did not work for this one. This is the "ending" of this incident period. Note how personnel responded, functioned, or how they may need to be trained for the next event. Note any equipment or tools (flashlights, etc.) that should be on-hand for the next situation. Note protocols that need to be in place.
 - Assesses how many staff are necessary for the scope of the event
2. **Finance:** Establish the method of tracking all financial expenditures, including resource procurement and expenditure, personnel hours, and patient insurance billing requirements. Assign accountability for the maintenance and safekeeping of these records during and after an event. Incident Command Structure forms are available online to assist with these duties. Critical functions include:
 - Records and reports the costs associated with the event



- Tracks the hours worked by employees and volunteers
 - Tracks the cost of procuring new or additional supplies
 - Tracks expenditure for vehicle utilization, including those on loan or as outlined by the facility's MAAs and other agreements
 - Tracks patient billing (normal functions may not cease because of this event)
 - The CPT should discuss method of payment for outside-agency assistance
3. **Logistics:** Outline the responsibilities and procedures for all physical resource allocation, implementation, overview or movement of supplies during the emergency. This includes the coordination of resources outside of the facility. For these types of events, logistics gains the complication of establishing the portability of resources.
- Ensure that essential provisions are moved when necessary, including:
 - Food
 - Water
 - Medical supplies
 - Patient records
 - Housekeeping supplies
 - Sanitation devices
 - Portable generators and fuel sources
 - Lights
 - Batteries
 - Medical equipment
 - Administrative equipment
 - Develop and implement methods of tracking equipment and supplies.
 - Use Incident Command Structure forms (available online) or variations of them to assist in this task.
 - Account for all resources currently available to the facility AND those borrowed, loaned, rented, purchased, or otherwise acquired during and after the emergency event.

SECTION COMPLETE!



Evaluate the progress so far by proofing, reading for content, or comparing the Appendix to other emergency planning documents. Think carefully about the facility's organizational structure and make sure the Appendix compliments it. Work to emphasize the strengths of the facility staff.

Section Six: Appendix Development and Maintenance

This section should identify who is responsible for coordinating revision of the jurisdictions Appendices, keeping its attachments current, and ensuring that SOPs and other necessary implementing documents are developed. (CPG 101). Whenever this **Appendix** is used, whether for a real event or as part of an exercise, the facility needs to evaluate the plan for effectiveness. Like the **Basic Plan**, the Appendix is a living document and will undergo changes and revisions each time it is used. The **After Action Report/Improvement Plan Template** (available online) is a useful tool for the evaluation of all or part of an EOP.

Remember that surveyor and life safety code inspections require the **EOP** be reviewed and updated at least annually. That means that even if the facility does not experience a major disaster, the plan must still be tested in exercises, and that the learning points identified as a result of the exercises must be introduced into the **EOP**. A variety of methods for tracking plan development are provided in the **Hazard Analysis Toolkit**, but the CPT should create accountability and tracking methods that work best for the facility's staff.



- Coordinate this section with the **Basic Plan**.
- Identify and describe the reference manuals used to develop the plan including software, toolkits, contractors, interviews, planning tools and development guides.
- Coordinate with local or state emergency management resources for review and commentary on the plan.
- Include an exercising and review schedule, with a method for tracking progress.
- Describe how this plan was coordinated with EOPs from other facilities in the county and region, local emergency plans, and mutual aid partners.



Hint: This is not the time to actually plan an exercise. Instead, make plans for when the facility will practice evacuations. The actual development of exercises is discussed in the **Adult Care Facilities Tabletop Exercise Toolkit**.

SECTION COMPLETE!



The facility can minimize workload by planning to review the entire plan, including the Appendix, at the same time. Take a moment now to review this section and ensure compatibility between the maintenance schedules for each part of the plan.

Section Seven: Authorities and References

Authorities and references should be cited as appropriate and specifically reference issues related to the plan (CPG 101). The CPT may wish to cite clarification authorities for any major policies the facility develops in regards to privacy, civil rights, or medical treatment. This section is particularly important to clear with the facility's legal advisors, as it provides the legal basis for the authorities issued in **Organization and Assignment of Responsibilities (Section 3) and in Administration, Finance, and Logistics (Section 5)**. Several major authorities are collected here, as well as several useful references.

1. Authorities

Collect the specific guidelines governing the emergency at the facility, as well as legal documents that apply only during the specific scenario that may alter standard operating procedures regarding patient care, confidentiality, transportation, etc. Remember to only include specific authorities for the emergency scenario in this section.

2. References:

These resources may help the facility clarify portions of the Appendix plan, serve as additional information points during a disaster, or provide citation for examples the facility chooses to include in their plan. Additional resources are widely available on the internet and through local, state and federal agencies. The CPT is encouraged to review each of these references, and include any other important references they identify.

http://www.nsp.org/1/nsp/Safety_Information/Safety.asp

<http://avalanche.state.co.us/>

<http://www.avalanche-center.org/Bulletins/Colorado/avalanche.php>



SECTION COMPLETE!



.The majority of the **Appendix** is now complete. Re-read for content, clarity and format and identify any sections that require specific informational additions (such as maps, checklists, job action sheets, call lists or scripts) for use in developing the last section.

Section Eight: Tabs

Tabs are an excellent means of gathering important procedural information for the Appendix where it can easily be accessed and distributed to staff, volunteers, or first responders during an emergency. Remember that **Hazard-Specific Appendices** supplement other portions of the **EOP**, so the information collected here should only apply to the Tornado scenario. The CPT should expand this section to suit the particular needs of the facility, paying particular attention to the development of Department Checklists.

1. Maps and Diagrams

Any maps, diagrams, charts, floor plans, building schematics, or graphic forms of information **should also be stored here**. This allows for the fastest, easiest reference of the materials during a disaster. It is particularly important that maps of the facility be maintained and accurate. Possible types of materials to include here are:

- Several different types of facility maps, including floor plans and the grounds.
- Charts depicting the organizational structure of the facility staff.
- Methods of communicating around language barriers, including those who are deaf or do not speak English.
- Job action sheets

2. Department Checklists

A department checklist is a supplemental tool which provides the specific instructions or tasks for a department during an emergency. Facilities must also make a Department Checklist for every department in the facility and incorporate them into the **EOP** to fulfill licensing regulations established by the State of Colorado for Longer Term Care Facilities [6 CCR 1011.1 Chapter v Part 13.2.4]. Use the CONOPS section to develop the checklists and divide out all of the tasks to the appropriate departments.

A sample department checklist is located below. Several additional samples are provided in the Checklist Development Toolkit available online. Facilities should tailor the checklist to reflect the actual needs identified for the facility by the CPT.

Maintenance Department Checklist

Date of Incident: _____

Time of Completion: _____

1. Review staffing plan, extend shifts if necessary, update emergency contact numbers for staff.



2. Check safety of surrounding grounds, secure loose outdoor equipment and furniture.
3. Secure doors, secure out buildings.
4. Check fuel for emergency generator, and switch to alternative power as necessary.
 - a. Alert department heads of equipment supported by emergency generator.
 - b. If pump or switch on emergency generator is controlled electrically, install manual pump or switch.
5. Check hazardous materials.
6. Conduct inventory of vehicles, tools and equipment and report availability of such to administrative service.
7. Fuel vehicles, check for tire chains.
8. Identify shut-off valves and switches for gas, oil, water and electricity and post charts to inform personnel on procedures.
9. Identify hazardous and protective areas of facility and post locations.
10. Close down/secure facility in event of evacuation, lockdown procedures, etc.
11. In the event of sheltering-in-place, determine if portable toilets need to be ordered. (Have administrative Memorandum of Agreement (MOA) in place BEFORE the disaster.)
12. Make sure there are enough sets of master keys for the facility and out buildings should they be needed for emergency responders, etc.
13. Check secondary communication radios for charged batteries, etc., should they be needed for emergency responders or staff.
14. Check status of National Oceanic Atmospheric Administration (NOAA) weather radio, if applicable.
15. Add others here, or breakdown list into smaller job action sheets for department employees.



TOOLKIT COMPLETE!

Review the entire toolkit and make any final changes. Place the completed toolkit in the facility's **EOP**. Then the facility and the CPT should select one of the following actions:

1. Finish developing the eight Hazard-Specific Appendices identified during the hazard analysis (recommended).
2. Download and complete the Adult Care Facility Tabletop Exercise Toolkit www.healthfacilities.info, under Emergency Planning Resources.

