

# EMERGENCY PREPAREDNESS GUIDE

FOR ASSISTED LIVING COMMUNITIES



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**NCAL**  
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The National Center for Assisted Living's Emergency Preparedness Guide for Assisted Living Communities was developed through the AHCA/NCAL Emergency Preparedness Committee 2013-2015.

The Emergency Preparedness Committee helps the American Health Care Association fulfill its commitment to quality and performance excellence by its leadership role in ensuring that long term care and assisted living are components of emergency preparedness plans and in encouraging providers to improve their emergency planning capabilities.

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## Introduction and Overview

### **Purpose**

The National Center for Assisted Living's Emergency Preparedness Guide for Assisted Living Communities supports executive and administrative leadership in developing emergency operations plans that promote community consistency with local, state, and federal jurisdictions.

Common understanding is achieved by utilizing the Federal Emergency Management Agency's Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans (v. 2, 2010) which is the foundation for state, territorial, tribal, and local emergency planning the United States.

### **Applicability and Scope**

The *NCAL Emergency Preparedness Guide for Assisted Living Communities* reflects the structure and language of FEMA's *Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans* (v. 2, 2010). The *NCAL Emergency Preparedness Guide for Assisted Living Communities* also emphasizes the necessity for planners to integrate within their Emergency Operations Plans state and county regulatory and jurisdictional requirements related to preparedness and response.

The Code of Federal Regulations and the associated Centers for Medicare and Medicaid Services Interpretive Guidelines for Long Term Care Facilities (SNFs/NFs) are also referenced for informational purposes but are not otherwise applicable to assisted living communities. This publication has been developed by members of the National Center for Assisted Living and serves as guidance for the voluntary use by assisted living communities in the United States.

### **Supersession**

The *NCAL Emergency Preparedness Guide for Assisted Living Communities* replaces NCAL's *Disaster Preparedness Guide for Assisted Living Communities* (2006).

**How to Use the Guide**

Executive and administrative leadership will use the *NCAL Emergency Preparedness Guide for Assisted Living Communities* in two ways:

- 1) learning about and employing a process that supports the development and maintenance of an emergency operations plan, and
- 2) writing an emergency operations plan specific to an individual assisted living community.

This guide will help both novice and experienced planners navigate the planning process and apply the unique vulnerabilities and characteristics of assisted living in plan development.

Each section of the guide contributes to the planning process:

Basics of Planning	Explore basic concepts and how planning supports decision making
The Emergency Operations Plan	Learn the structure of an emergency operations plan designed for assisted living
	Read definitions and descriptions of plan elements
	Write plan components
The Planning Process	Lay out a process for building, reviewing, approving, and maintaining a plan
Appendices	Locate additional information relevant to constructing an emergency operations plan

**Suggested Training**

There are training resources suitable for executive- and administrative-level learning. Non-proprietary, self-directed courses are available through [FEMA’s Independent Study Program](#). Recommended courses and expanded training opportunities are listed in this guide’s Appendix. Individual state statutes often include directives on training staff regarding their emergency response roles; such requirements will become part of the emergency operations plan.

## Assisted Living Communities and the National Response Framework

Government resources alone cannot meet all the needs of those affected by terrorist attacks, natural disasters and other catastrophic events. The second edition of the [National Response Framework](#), updated in 2013, provides context for how the whole community works together and how response efforts relate to other parts of national preparedness. The National Response Framework acknowledges the importance of private-sector organizations in helping a community recover from an emergency event.

“Private sector organizations contribute to response efforts through partnerships with each level of government. They play key roles before, during, and after incidents. Private sector entities include large, medium, and small businesses; commerce, private cultural and educational institutions; and industry, as well as public/private partnerships that have been established specifically for emergency management purposes.” (NRF 2013, p. 10)

The *National Response Framework* is always in effect and local emergency management offices – of which assisted living communities are related – will recognize and more easily connect with plans incorporating the concepts and suggestions found in the National Response Framework.

“Operational planning is conducted across the whole community, including the private sector, NGOs, and all levels of government. *Comprehensive Preparedness Guide (CPG) 101* provides further information on the various types of plans and guidance on the fundamentals of planning.” (NRF 2013, p. 45)

Assisted Living Communities engaged in preparedness activities built upon the principles of the National Response Framework are positioning themselves to quickly connect to local emergency management jurisdictions and to their broader community.

## **Administrative Information**

Terms and acronyms in the text are sourced from [FEMA's Incident Command System Resource Center](#). Terms specific to assisted living operations that need to be defined come from members of the National Center for Assisted Living. Websites referenced in this Guide were active at the time of its publication.

*Assisted living communities* serve individuals who need help with every day activities and some health care services but do not require 24-hour ongoing skilled nursing care services for extended periods of time (*Choosing an Assisted Living Residence: A Consumer's Guide*, NCAL).

*Incident* means an occurrence or event – natural, technological, or human-caused – that requires a response to protect life, property, or the environment.

## **Revision Process**

Future revisions to the *NCAL Emergency Preparedness Guide for Assisted Living Communities* will be made at the recommendation of the National Center for Assisted Living Communities. Members of American Health Care Association/National Center for Assisted living may make recommendations to modify the *NCAL Emergency Preparedness Guide for Assisted Living Communities* through the AHCA/NCAL Emergency Preparedness Committee.



## Part I: The Basics of Planning

Individuals move into assisted living communities because they are experiencing a decline in function, mobility, and/or cognition. Such persons are tremendously diverse, but they all depend on their assisted living community for general oversight, medication management, nutrition, and/or assistance with daily living. The members of the National Center for Assisted Living recognize that executive and administrative leadership are responsible for emergency operations planning to minimize the negative impact of incidents to residents, staff, and the physical plant which serves as both home and workplace. Assisted living communities have critical roles and a shared responsibility with the broader community to build resiliency. Resiliency is the ability to resist, absorb, recover from, or adapt to an adverse occurrence that may cause harm or destruction to our health, safety, economic well-being, essential services, or public confidence.

### Planning Principles

**Planning must be community-based, representing the whole population and its needs.** Local Emergency Management Offices must be able to understand the composition of the population residing in their jurisdiction; this means accounting for people living in assisted living communities who have functional or cognitive needs.

The demographics of a local population will have a profound effect on evacuation, shelter operations, and family reunification. Through their emergency operations plans, assisted living communities can help their local Emergency Management Offices establish a more accurate profile of the community to help county planners know if their own courses of action are feasible.

For example, knowing that the majority of a county's assisted living community population does not own cars, greater attention must be given to transportation plans and how the failure or interruption of transportation plans will result in the need for greater local transportation resource requirements.

By communicating the specific vulnerabilities, characteristics, and capabilities of an assisted living community to the local emergency management office, the jurisdiction's community-based plans should lead to improved response and recovery activities and, ultimately, overall preparedness.

**Planning must include participation from all stakeholders.** The most realistic and complete plans are prepared by a diverse planning team, including internal stakeholders, such as, residents, family members, direct caregivers, administrative-, and executive – level employees. External stakeholders will include personnel from local emergency management offices, law enforcement, utilities, third party vendors, and service providers such as hospice and home health partners. When plans are developed using all stakeholders referenced in the plan, it is much more likely to be accepted and supported in times of crisis.

**Planning uses a logical and problem-solving process.** Many business and health care executives are familiar with the problem-solving process that includes gathering and analyzing information, determining objectives, and developing alternative ways to achieve the objectives.

For example an assisted living community's planning team can brainstorm using the problem-solving process for very specific challenges, such as anticipated power outages:

1. Identify the problem
  - Storm's Sigh Assisted Living Community may experience an interruption of electrical power during an incident or due to unexpected equipment failure.
2. Develop and rank alternatives
  - Our community's generator with its automatic transfer switch will come on within seconds of the interruption of power. Our generator provides power to the kitchen, the HVAC system, the dining room, the common room, fire safety alarms, and resident units. No residents rely upon electrical support for life support systems. The generator, tested monthly, will supply power using existing fuel (or gas) stores for 72 hours. Staff will respond to generator failure or inoperability by conducting rounds and distributing battery-powered lanterns and flashlights for interim use until generator or utility power is restored or the community is evacuated.
3. Implement
  - Work with generator vendor representative to update and report generator capabilities and to calendar with Director of Maintenance monthly tests and fuel storage. Establish an understanding of how the Director of Maintenance reports concerns related to generator performance. Additionally, the Director of Maintenance will obtain and maintain lanterns and flashlights throughout the community and schedule battery replacements in accordance with the emergency operations plan.
4. Evaluate
  - Schedule, conduct, and assess the results of two exercises annually in which these processes are tested.

The logical problem-solving process can help assisted living communities identify their resources to perform critical tasks and achieve desired outcomes. While specified planning processes do not necessarily guarantee positive outcomes all the time, insufficient planning and incomplete plans are certain contributors to failure.

**Planning adopts an all hazards approach.** The all-hazards approach to emergency planning means that assisted living community professionals and staff can respond to most emergencies following the same set of procedures addressing very similar considerations.

Common incident-neutral responses include:

- Establish nature of emergency
- Determine risk to residents and staff
- Estimate duration of incident
- Need for modifying daily operations
- Community impact and response
- Evacuation decision-making
- Communicate with state licensing agency and emergency management offices
- Maintain residents' health, welfare, and safety

Planners can address common operational functions in their basic plans instead of having unique plans for every type of hazard or threat. This all hazards approach also supports effective training; if staff and residents become adept at evacuation, their proficiency will contribute to a strong response, regardless of the incident. Planning for all hazards means that planners identify and train on tasks common to all emergency events and those responsible for accomplishing the tasks.

**Planning should be scalable.** An assisted living community's emergency operations plan is implemented when something happens that signals a change in the usual manner of services and care delivery. The incident may be low-risk and temporary or high-risk and extended. For example, the change in service delivery can be as benign as a 30 minutes power outage in which the generator is supplying power to critical areas as expected and detailed in the emergency operations plan; or the change in service delivery may be more disruptive due to a complete lack of electricity if the generator fails or becomes unavailable. Developing and training on a plan that includes mechanisms for recognizing and responding to worsening conditions creates flexibility in staff response. One such mechanism is to set up Operational Periods when the emergency operations plan is implemented. At the end of each Operational Period, the Incident Management Team meets to talk about outstanding issues and receives an incident status report.

**Plans must identify the assisted living community's mission during an incident.**

While specifying the assisted living community's mission within their emergency operations plan may seem unnecessary, it's important to remember that many internal and external stakeholders will be touching the plan. In this way, each is reminded of the community's top priorities and related goals in responding to an incident.

Sample Mission: Storm's Sigh Assisted Living Community will work with our community partners to protect our residents and staff from the negative outcomes of an emergency event. Storm's Sigh will provide care and services to the extent possible within the limitations caused by the emergency event in accordance with our emergency operations plan.

Storm's Sigh's first priority is the safety and wellbeing of our residents and our employees. Our next priority is to maintain the integrity of our physical plant and to protect Storm's Sighs assets. Finally, Storm's Sigh will support our local emergency management office in achieving their community goals.

Taking the time to get the mission statement right is important; the mission statement serves as the touchstone for every other part of the emergency operations plan.

**Plans outline assumptions about response conditions.** In order to plan how staff will respond in an emergency event, planners have to make certain assumptions about how conditions will be during an emergency. Planning assumptions are conditions that are expected to be in place and used as a basis for the development of response and recovery plans. The value of thinking about planning assumptions is to support the planning process and also to ask *what if?* If a planning assumption is not valid for a specific incident's circumstances, the plan may not be adequate to ensure response success. Alternative methods may be needed.

Sample Assumption: Storm's Sigh Assisted Living Community will have the capability of evacuating our residents from the community to vehicles within two hours.

In this example, if an assisted living community's evacuation capability is based on the planning assumption that the community will have sufficient a) staff, b) vehicles, and c) destinations to implement an evacuation, this assumption must be verified at the beginning of the emergency response. If evacuation vehicles are limited or become unavailable, the community's evacuation capability must be adjusted mid-event. The assisted living community would rely on their alternate plan for corporate assistance or local emergency management office intervention (as feasible) to augment or provide the vehicles needed to support evacuation.

Other planning assumptions may be:

- The assisted living community will have enough food and potable water for residents and in-community staff and their dependents for 72 hours without outside assistance in accordance with the emergency operations plan.
- The assisted living community's generator will provide power to designated community locations for 72 hours using fuel stored on site.
- The assisted living community will be communication with the local emergency management office and the corporate office.

Planning assumptions also provide the opportunity to communicate the intent of assisted living community owners, executives, and administrators regarding emergency operations priorities.

**Planning may build upon prior plans or authoritative models.** Assisted Living Community planners are likely to have an existing emergency operations plan that can be used as a springboard for more advanced planning that is better aligned with local emergency management offices. Relationships outlined in past plans may still be functional and could be included in new plans. Professional associations, such as the National Center for Assisted Living, often have guides and tools to support planners in their plan development. Individual states also write their own statutes and rules for emergency planning and these state specific standards provide guidance – and mandates – for plan development. Further, county emergency management offices may agree to review – or be required to approve – assisted living community plans. Good planning can be hard and time-consuming; utilize tools, templates, and previous versions to keep the process manageable.

**Planning identifies tasks, allocates resources to accomplish those tasks, and establishes accountability.** Decision makers must ensure that they provide planners with clearly established priorities and adequate resources. Priorities and resources can be described through an authentic emergency response Mission Statement and Planning Assumptions. Too, planners are held accountable for effective planning and execution.

**Planning includes executive and administrative leadership.** In an Assisted Living Community, the more involved decision makers are in planning, the better the plan will be. Leadership involvement in the process gives the day-to-day planning members direction in terms of simplicity and level of detail included with an overall picture of how the plan connects to the community's sunny day operations and how to pull in principles of balance described in risk management. The plan will also describe what the executive and administrative leadership will have to do prior to, during, and after an incident to help prevent or minimize a negative outcome.

Further, leadership plays a critical role in determining when plans should be revised. Leadership also has the authority to approve the final emergency operations plan in coordination with key stakeholders. By participating throughout the planning process, executive and administrative leadership will better understand how to implement the plan during an incident.

**Effective plans tell administrative and direct care staff what to do; plans instruct those outside the community in how to provide support.** Plans must clearly communicate to staff and external stakeholders what their roles and responsibilities are and how those complement the activities of others. There should be no uncertainty regarding who is responsible for major tasks. This enables personnel to operate as a productive team more effectively and reduce duplication of effort.

**Planning is fundamentally a process to manage risk.** Risk management has been described as “...playing the odds. It is figuring out which attacks are worth worrying about and spending money on and which are better left ignored.” (De Rugy 2008). Because both resources and time are limited, risk management needs to be smart, looking at a specific assisted living community’s potential hazards and the criticality each poses taking into consideration resident characteristics. This extends to developing the emergency operations plan where the more likely hazards need to be the best fleshed out and – again – conserving resources by focusing on those tasks that are common across all hazards.

**Planning is one of the key components of the preparedness cycle.** Assisted living professionals are familiar with concepts of quality improvement. Developing an emergency operations plan is part of a preparedness cycle that is very similar to continuous quality improvement. Plans will be evaluated and improved through a cycle of planning, training, equipping, exercising, evaluating, and adjusting.

### **Common Planning Pitfalls**

An emergency operations plan cannot work if people do not read it – or conduct exercises from it. An overly long, too detailed plan defeats its own purpose. Leadership has a role in keeping plan development lean and to the point, always balancing the value of the information included with the overall breadth of the plan. A plan that tries to do too much, covering every possible situation in full detail will be difficult to train from and to implement.

Assisted living community planners must account for the individuality of residents. Plans that fail to consider the mobility and cognitive capabilities of its residents will likely include dangerously false assumptions related to the community’s evacuation and oversight activities. It may also be true that certain residents can – and will want to – be of assistance during an emergency event. This may be represented in plans after working ideas through resident councils.

Assisted living community plans often include references to external partners, such as vendors and other assisted living organizations with which the community may have a dated memorandum of understanding. Assisted living community plans may also include vendor relationships for vehicles or food supply, for example. These references are based on assumptions, assumptions that may – in reality – be untested or uncoordinated. Assumptions like these may create unnecessary chaos and stress within plan implementation. Real person connections must be made with vendors and external stakeholders that have a role in the plan.

## Key Planning Areas

As plans are being developed, it is useful to remember that there are key areas to emergency planning: response, recovery, and mitigation. Integrating the key areas as part of the overall planning effort supports planners and trainers in understanding and moving through the stages of an emergency.

**Prevention** consists of actions that reduce risk from human-caused incidents, whether intentional or accidental. Prevention planning can also help lessen the effects of opportunistic incidents that may occur after the primary emergency event. For example, incorporating a plan for community security after an incident occurs can prevent looting. Contrast prevention with mitigation.

**Response** includes the actions taken in the immediate aftermath of an incident to save and sustain lives, meet basic human needs, and reduce the loss of property and the effect on critical infrastructure and the environment. Following an incident, response operations reduce the physical, psychological, social, and economic effects of an incident.

When planning a response, it's important to include how a quick and focused initial assessment of an incident will occur. The initial assessment of the incident drives the rest of the response.

In the first realization that an emergency event is taking place, an incident commander's success depends upon how effectively he/she can understand what is happening in the chaos and determine a course of action. A mental assessment includes quickly asking and answering exploratory questions (Reynard, C., Homeland Security Affairs, Vol. 8, Article 8, June 2012; [www.hsaj.org](http://www.hsaj.org)):

1. What has happened here?
2. What have I never seen before; what is completely foreign to me?
3. What have I seen before; what is familiar to me?
4. What do I know?
5. What do I need to know?

The answers to these questions then support the incident commander in considering:

1. What do I *want* to do?
2. What do I *have* to do?
3. What *can* I do?

Answering these questions give order to what may be a chaotic situation and allows the incident commander to consider the last, most important question:

1. What am I trying to accomplish here?

From here, response activities should pull in concepts of the National Incident Management System. Local emergency management offices will recognize and more readily connect with an assisted living community that has structured their response within these functions: Incident Command; Operations; Planning; Logistics; and Finance. Additionally, and more importantly, the Incident Command System provides consistency in training staff in their roles in emergency response.

**Recovery** refers to the efforts for restoring the community to normal operations. An indicator of normal operations is the restoration of utility services, reestablishment of transportation routes, normalized staffing schedules, and replenishing pharmaceuticals and other provisions. Plans should include how – and by whose authority – the emergency response will stand down. Recovery efforts – such as ensuring the delivery of supplies and preventing further structural damage – are likely to begin very soon after the incident occurs.

**Mitigation**, with its focus on the future impact of a hazard, addresses the approaches taken to eliminate or limit a hazard’s negative outcome to people and property. Mitigation occurs before, during, and after an event and is always forward-leaning, considering actions to lessen the negative consequences of an incident. Mitigation activities will be embedded throughout an emergency operations plan and will include such actions as:

- Installing storm windows rated for the appropriate geographic location
- Purchasing adequate insurance coverage for hazards based on risk assessment
- Including state and local regulations related to emergency preparedness and response
- Knowing the community’s flood zone
- Including local points of interests (nearby river, chemical plant, or a major transportation artery)
- Planning for natural events that have occurred in the past (local emergency management office can assist with historical information)
- Equipping evacuation vehicles with food, water, and other supplies to support residents during an extended road trip



## Part II: The Emergency Operations Plan

The first part of this guide provided the basics of planning. This part shifts the focus to applying those basic principles to plan development.

### Overview

The emergency operations plan structure and concepts that follow provide an example that assisted living community planners may use when developing any plan.

An assisted living community's emergency operations plan is a document that:

- Assigns responsibility for carrying out specific actions that go beyond routine, day-to-day responsibility during an emergency
- Establishes lines of authority and organizational relationships that may differ from routine operations
- Describes how residents, staff, and property are protected
- Identifies personnel, equipment, supplies, and other resources available within the community or by agreement with vendors or other facilities
- Meets any applicable state or local laws for planning

A complete emergency operations plan describes: the purpose of the plan; the situation; assumptions; concepts of operations; organization and assignment of responsibilities; administration and logistics; plan development and maintenance; and authorities and references.

The emergency operations plan will contain annexes appropriate to the assisted living community's plan and perhaps include specific requirements of a local emergency management office that is responsible for the county-wide emergency response. Annexes expand and support the emergency operations plan, are easily modified, and may be pulled out of the plan for quick reference. A community floor plan showing where residents will congregate during a power outage would be an annex item as would a staff telephone call list. In some counties, planners may see the term *appendix* used in the same way as *annex*.

## Using Planning Templates

Assisted living executives, administrators, and staff are usually very busy, tightly focused on residents and operations. The emergency operations planning process is a serious undertaking and demands a significant amount of time, effort, and resources. To counter this challenge, planners often use templates to complete their plans. This is also a common practice by local emergency management offices. However, using templates can undermine the planning process if they are “fill-in-the-blank” documents that eliminate the socialization, learning, and role taking that are important to meaningful planning and an effective response. *The NCAL Emergency Preparedness Guide for Assisted Living Communities* includes a template that offers a plan format and describes the content that each section might contain, allowing for customization specific to an assisted living community’s geographic and demographic features.

When using the template, consider whether:

- The resulting plan includes a specific assisted living community’s mitigating factors, including various efforts such as hardening the community to withstand those hazards most likely to occur, maintaining effective alternate power stores to allow for sheltering in place, owned vehicles adequate for evacuation, etc.
- The resulting plan represents the assisted living community’s unique hazard situation by ensuring that the underlying facts and assumptions are based on historical and geographical realities and expectations.
- The hazard and risk assessments are based on the characteristics of the assisted living community’s resident population, capabilities of staff, inventory of support system – including internal and external resources, and probability of hazard occurrence
- The resulting plan identifies the resources needed to address the problems created by an emergency event, based on a specific assisted living community’s internal and external situation.

If the use of a template allows a single individual to sit and write a plan, that’s a strong indication that the assisted living community will end up relying on a plan that is unworkable. Templates must support the overall planning process where strategies and responsibilities are debated and discussed.

## State and Local Emergency Operations Plans

In the nation’s system of emergency management, local governments act first to address emergency needs. Depending on the nature and size of the emergency, Federal and state assistance may be provided to the local jurisdiction. The state’s emergency operations plan is the framework within which local EOPs are created and through which the Federal Government becomes involved. As such, the state EOP ensures that all levels of government are able to mobilize in a unified way. The state EOPs should synchronize and integrate with local plans. For this reason, it’s valuable for an assisted living community to structure their EOP so that it also synchronizes with local emergency management offices that may be providing or requesting assistance.

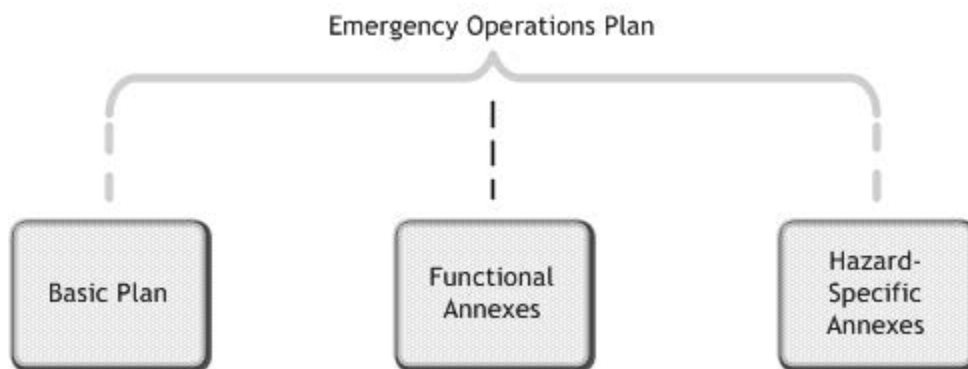
## Structuring an Emergency Operations Plan

As mentioned in Planning Principles, the potential effects of emergencies are usually very similar. The Federal Emergency Management Agency encourages all sectors, including Assisted Living Communities, to plan for effects common to several hazards rather than develop separate plans for each hazard (CPG 101 v. 2, p. 3-3).

The format within this guide is probably the most commonly used EOP format used by the Nation's emergency management jurisdiction. This format has been used since the 1990's, following FEMA's Civil Preparedness Guide and the State and Local Guide 101, both of which have been replaced by the CPG 101 v. 2, *Developing and Maintaining Emergency Operations Plans*, on which the *NCAL Emergency Preparedness Guide for Assisted Living Communities* is based.

Emergency operations plans are typically divided into a *Basic Plan* with *Functional Annexes* and *Hazard-Specific Annexes*. The Basic Plan elements are summaries following a particular outline and provide overall direction. The supporting functional annexes contain more in-depth material that can more easily be modified, like an executed Mutual Aid Agreement or a shelter-in-place floor plan. Lastly, hazard-specific annexes explain the procedures that are unique to a hazard type. For example, an activity within a hazard-specific annex entitled Localized Fire might be that the State Fire Marshall is contacted to assess community fitness for resident reentry.

Strategies already outlined in the Basic Plan or in a functional annex (for example, evacuation) should not be repeated in a hazard-specific annex.



These components are understood by external (local emergency management offices) audiences and can be readily learned and integrated by internal (staff) audiences.

Again, the three sections of the Emergency Operations Plan are the 1) basic plan, 2) the functional annexes, and 3) the hazard specific annexes. Each is further described below:

**I. Basic Plan Content Guide**

- Introductory Material
- Purpose, Scope, Situation Overview, and Planning Assumptions
- Concept of Operations
- Organization and Assignment of Responsibilities
- Direction, Control, and Coordination
- Information Collection, Analysis, and Dissemination
- Communications
- Administration, Finance, and Logistics
- Plan Development and Maintenance
- Authorities and References

**II. Functional Annexes**

Functional annexes include more detailed information the assisted living community needs (using the Basic Plan as an indicator) and/or the local authorities require being included, such as:

When and how to initiate the community EOP	Communication Plan
Transportation Contracts	Mutual Aid Agreements
Generator Details, Functions, and Fuel Types	Utilities contracts with contact names
Host receiving sites w/routes	Resident Record Management Plan
Resident Evacuation and Tracking Procedures	Tracking incoming residents
Insurance policies with contacts	Floor plans for housing incoming residents
Situational Analysis Resources	Elopement Procedures
Managing special high-acuity resident conditions	Staffing Roster with phone numbers

**III. Hazard-Specific Annexes**

Hazard-specific annexes explain the procedures that are unique to a hazard type. Planners are warned not to include every possible hazard in the known world; but, rather, focus on their geographic region and history. Local emergency management offices can assist in verifying or rounding out a roster of hazards to include in an annex. Hazard-specific annexes may also be referred to as incident preparation guides and/or incident response guides.

Wildfire	Winter Storm
Tornado	Hurricane
Bomb Threat	Active Shooter

## Basic Plan Content Guide

The individual Basic Plan elements are described below. The definitions are based on FEMA's Comprehensive Preparedness Guide 101 but have been modified to place the meaning in context of the assisted living community operational environment.

### Introductory Material

- Cover Page – Title , Date, Assisted Living Community or Organization covered by the plan
- Promulgation Document – Promulgation is the process that officially declares the plan as policy, giving it authority. Often includes who or what department is responsible for maintaining their section of the plan. Includes a commitment to train those persons or departments. Signed by senior officials to affirm their support of the plan.
- Record of Changes – usually in table format, should include a version number, should indicate date of last change; could include a statement or summary of more recent change.
- Record of Distribution – Usually in table format, indicates the title and the names of the person receiving the plan with the date of delivery.
- Table of Contents

### Purpose, Scope, Situation Overview, and Planning Assumptions

- Purpose – The basic plan's purpose is a general statement of what the EOP is meant to do. The statement should be supported by a brief summary of the basic plan and annexes.
- Scope – Explicitly states the community and geographic areas to which the plan applies during an emergency response. Also includes when the plan is intended to be implemented and by whom.
- Situation Overview – The situation section summarizes hazards faced by the community and discusses how the community expects to receive (or provide) assistance. The situation section includes:
  - A list of the hazards including probability and impact (look to history)
  - How the assisted living community expects to receive or provide assistance within its organizational structure and/or the local jurisdiction
  - Zones and local points of interest
  - Vulnerabilities related to resident characteristics (for example, pharmaceutical, impaired mobility, fall risks, cognitive impairments, chronic pain, or dependence on third party services such as respiratory or dialysis management)
  - Dependencies on others for critical resources
  - The actions taken in advance to minimize an incident's impacts (hardening building)

- Planning Assumptions – These identify what the planning team assumes to be facts for planning purposes. The assumptions indicate areas where adjustments will likely have to be made. This section may also communicate priorities. For example:
  - The assisted living community may be without external assistance or communication for a period of time immediately following an emergency
  - Dialysis centers will likely lose electrical services in the event of a major power outage, effecting residents who depend upon routine dialysis services.
  - The assisted living community will likely experience a disruption in utilities, including electrical services and water, for an extended period of time.

### **Concept of Operations**

This section helps the reader visualize the emergency response through a written or graphic statement that explains in broad terms the assisted living community owner’s or administrator’s intent for community operations during emergency management. It should describe the objectives for reaching the overall mission (for example, keeping residents and staff safe or providing care as normally as possible).

This section should *briefly* address how the community will interact with an activated, local ESF8, first responders, vendors providing support services, regional offices, (expanded in Direction, Control, and Coordination); how the community will confirm threats and notify residents, friends and family, staff, and host receiving facilities (expanded in Communications).

### **Organization and Assignment of Responsibilities**

This describes the assisted living community’s organization during an emergency. This is where the Incident Command System – in particular, the Incident Management Team – may be utilized. Key areas of responsibility will always include managing transportation, overseeing resident records and medication during an evacuation, developing and maintaining mutual aid agreements, and supporting emergency power function. Simply put, this is a roster of who does what – with a focus on critical activities.

### **Direction, Control, and Coordination**

The framework for direction, control, and coordination activities is described in this section. Summarize how this plan fits into similar plans horizontally (for example, other sister facilities owned or managed by the same organization) and how this plan intersects vertically with county emergency management plans. One of the goals of this section is to avoid conflicting actions due to mismatched expectations described in plans.

Summarize who is in charge (control) of the emergency response. Build in secondary persons who will step in to take control of the emergency response if the primary person is unavailable or incapacitated; this could be described by referring to a delegation of authority document supplied in the Functional Annex.

As in each section of the Basic Plan, write as briefly as possible while providing enough direction to readers and fulfilling the intent of each section.

**Information Collection, Analysis, and Dissemination**

This section will list the essential information that is always needed for any emergency response. It will also identify the source of the information. This *need-it-now* information is used by members of the assisted living community’s Incident Management Team to make decisions and communicate status with stakeholders. This is best developed in a table format. See *partial* sample below:

Information Needed	Source
Current census	Business Office Manager
Resident Roster with Family Member Names and Phone Numbers	Business Office Manager
Situational Awareness Resources	Business Office Manager
Staff call-down list	Director of Staff Development
Generator repair and refueling	Director of Plant Operations
External Stakeholders Telephone Roster	Assistant Administrator
Available units, divided by male/female	Wellness Director

In the sample above, a *Situational Awareness Resource* is referenced and would be included in one of the Functional Annexes of the plan as drafted below:

**Sample: Situational Awareness Resources** - This functional annex is maintained by the Business Office Manager and is located at P:\BSOFFICEMGR\EOP2015\FA11.

The following resources will be used to determine weather conditions and forecasts as well as local community threats. Information gained from these resources will inform and guide planning and decision-making.

Information Needed	Source	Location
Local Weather and Guidance	Division of Emergency Management Palm Beach County	555-224-5555 <a href="http://www.pbcgov.com/publicsafety/emergencymanagement/">www.pbcgov.com/publicsafety/emergencymanagement/</a>
Local or State Weather and Guidance	Florida Division of Emergency Management	<a href="http://www.floridadisaster.org/index.asp">www.floridadisaster.org/index.asp</a>
Local or State Weather	National Weather Service	<a href="http://www.weather.gov/">http://www.weather.gov/</a>
Organizational Overview and Status	Edgar Degas Senior Regional Executive	555/224-5555 Office 555/228-5555 Mobile <a href="mailto:edegas@communityname.org">edegas@communityname.org</a>
National Weather Service warnings, watches, forecasts 24 hours a day	NOAA Weather Radio	NOAA Weather Radio located onsite in Conference Room A located on the entry-level floor.
Local Weather and Conditions	Television Stations	12 – WPTV-TV NBC 28 – WFLX – Fox 27 – WXEL – PBS

## **Communications**

This section builds on the planning assumption that emergency operations may require a communications capability beyond normal operations. This section describes the procedures for communicating with the many internal and external stakeholders that will intersect with the community during emergency events, for example, family members, local emergency management office; vendors that support care, services, and transportation; regional offices, management companies, and/or sister communities; state licensing agency; other facilities and local hospitals that share a mutual aid agreement; media, etc. Messaging to staff about coming in and to family members about responding to their calls to learn about their loved ones will be included here. This section may refer to more a more detailed *how-to* annex devoted to communication procedures that is easy to pull out and use

Describe the various general methods by which the assisted living community intends to communicate during an emergency event: for example, land-line telephones, fax, email, cell phones, radios, televisions, mobile devices, state emergency database systems, etc.

This section does not refer to specific communication but, rather, a brief summary of who will communicate with the aforementioned stakeholders, for what expected purpose, and what elements of information are likely to be shared. Include the names and positions of both primary and secondary community communicators responsible for engaging the various stakeholders in case the primary is unable to fulfill their responsibility. Detailed call rosters can be included in the appropriate functional annex (see *External Contact List and Responsibilities*). Other external contacts may include facilities with which mutual aid agreements are held, local hospitals, and a reliable local media outlet.



**External Contact List and Responsibilities** (sample of a partial list)

This functional annex is maintained by the Business Office Manager and is located at P:\BSOFFICEMGR\EOP2015\FA7A. This annex does not contain vendor information (see FA#10) or resident responsible party information (see FA#7B).

Contact Name	Phone/Email	Community Personnel Responsible	Information Exchange
Andrew Wyeth Emergency Management Specialist Palm Beach County Emergency Management Office 1111 Safety Road Palm Beach, FL 22222	555-224-5555 <a href="mailto:awyeth@pbemo.gov">awyeth@pbemo.gov</a>	Executive Director acting as Incident Commander  Chief Financial Officer acting as Finance/Admin Section Chief  Other:	Situation updates (mutual; local): <ul style="list-style-type: none"> <li>• Evacuation Status</li> <li>• Weather</li> <li>• Guidance</li> <li>• Unmet Needs</li> <li>• General Status</li> <li>• Projections</li> <li>• Offers of assistance</li> </ul>
Pablo Picasso Licensing Agency Palm Beach County Area Office	555-224-5555 <a href="mailto:awyeth@ahcapbc.gov">awyeth@ahcapbc.gov</a>	Executive Director acting as Incident Commander  Chief Financial Officer acting as Finance/Admin Section Chief  Other:	<ul style="list-style-type: none"> <li>• Status of residents</li> <li>• Status of physical plant</li> <li>• Unit availability</li> <li>• Capabilities</li> <li>• Unmet Needs</li> <li>• Evacuation Status</li> <li>• Projections</li> <li>• Status of Data Entry in State Database</li> </ul>
Mary Cassatt Licensing Agency State Headquarters	555-224-5555 <a href="mailto:mcassatt@flaaca.gov">mcassatt@flaaca.gov</a>	Executive Director acting as Incident Commander  Chief Financial Officer acting as Finance/Admin Section Chief	Unmet needs; no communication at local level
Norman Rockwell Neighborhood Officer City of West Palm Beach Police Department	555-224-5555 <a href="mailto:watchofficernvr@wpb.gov">watchofficernvr@wpb.gov</a>	Executive Director acting as Incident Commander  Chief Financial Officer acting as Finance/Admin Section Chief	Security concerns Evacuation Status

### **Administration, Finance, and Logistics**

This section will identify the person(s) responsible for the financial management during an emergency event as well as the individual(s) responsible for collecting the necessary information to document expenses and file claims. Included in this section will be a summary of the financial expectations set forth in any mutual aid agreements between communities contracted to serve as destinations. For example, if residents are evacuated to another community, how will services and care be reimbursed between communities?

This section will include provisions for making salary, having cash on hand for emergency supplies, making purchase decisions, and general policies on tracking what's being requested (food, fuel, people, supplies, etc.) and how incoming supplies are distributed to where they're needed. Facilities can build on their non-emergency policies that have been modified for the flexibility and speed required in an emergency event. Maintain routine financial procedures as possible.

This section should refer to annexes that provide more detail, such as:

- Agreements that establish the rate of reimbursement between parties for services provided to evacuated residents, including assumptions related to equipment usage, durable medical equipment, staff resources, pharmaceuticals, etc.
- Procedure for acquiring cash for emergency needs in advance of an impending emergency event which may interrupt normal banking access
- Procedures for taking photographs or video of property damage
- Procedures for transferring or accessing resident funds in case of an evacuation

### **Plan Development and Maintenance**

This section outlines how the plan will be developed and maintained. It will include assignment of responsibilities by position and will include how the Regional Office, Management Company, and/or Assisted Living Community Administrator, for example, will be involved with plan development and maintenance. It will describe how and by whom the different sections of the emergency operations plan will be developed and updated ("the basic plan" and "the annexes").

This section will also describe how the plan will support staff training and drills. Knowing that staff training – not a plan – saves lives and reduces loss during an emergency event, schedules for staff training will be referenced in this section along with a process for modifying the plan when staff drills and training reveal flaws in the plan. Those positions assigned the responsibility for conducting staff emergency response training and matching weakness back to the plan will be identified in this section.

### **Authorities and References**

In order to support the decisions and activities of the command team and staff, an Assisted Living Community's emergency operations plan will be linked to the state laws and regulatory rules. These laws and rules will serve as the legal basis from which the plan is built. This section will also identify other relevant and accurate sources and materials beyond the laws and rules used in the development of the plan. Finally, this section will include lines of decision-making authority within the organization (See *Sample Statement*).

Sample Statement:

This Assisted Living Community, located in Storm's Sigh County, utilizes the following laws, rules, and references in developing our emergency operations plan:

Legal Authorities (State-specific)

- 429.41, Florida Statutes
- 58A-5.024, FAC, Records
- 58A-5.026, FAC, Emergency Management
- 58A-5.020 (2), FAC, Food Service
- Storm's Sigh County Emergency Management Office *Comprehensive Emergency Management Plan for Senior Housing Communities, 2014*

Other reference material includes:

- FEMA Comprehensive Preparedness Guide, CPG 101 Version 2, November 2010
- National Nursing Home Incident Command System
- Code of Federal Regulations
  - s. 483.70 (b) and (h)
    - (F455 and F465 in Appendix PP of the State Operations Manual for NHs)
  - s. 483.75 (l) and (m)
    - (F514, F517, and F518 in Appendix PP of the State Operations Manual for NHs)
- Shining Sun Health Systems, Inc. Corporate Guide for Assisted Living Community Emergency Preparedness
- American Red Cross - Hurricane Preparedness Seminar

## Supporting Annexes

Supporting annexes provide specific information and direction to the emergency operations plan. They keep the basic plan uncluttered with procedural detail and allow for easier updating and training experiences. This guide discusses the purpose and potential content for two supporting annex types: Functional and Hazard-Specific.

### **The Functional Annex**

Functional annexes include critical operational functions and who is responsible for carrying them out. They describe the policies and processes that assisted living communities carry out before, during, and after an emergency operations plan has been activated. These annexes focus on specific responsibilities, tasks, and operational actions that pertain to the performance of a particular emergency operations function.

Functional annex topics will be unique and may include (but not be limited to):

- Initiating the Emergency Operations Plan
- Mobilizing Transportation for Evacuation
- Making the Evacuation Decision
- Evacuation Procedures
- Resident Identification and Tracking during Evacuation
- Resident Tracking for Incoming Evacuees
- Communication Plan (contact lists; procedures for communicating with family, resident, staff, media, regulators, local emergency management offices, regional offices, owners)
- Incident Management Team Organizational Chart (part of the Incident Command System)
- Job Action Sheets (part of the Incident Command System)
- Supporting Forms (part of the Incident Command System)
- Vendor Contact List
- Mutual Aid Agreements
- Generator Supervision Procedures
- Food Service and Water Disaster Plan Policy and Procedure
- Procedures for Returning to Community
- Maps to Destination Facilities
- Procedures for obtaining the essential information listed in the Basic Plan at the *Information Collection, Analysis, and Dissemination* section.

Do not recreate sunny day policies and procedures when developing functional annexes. Routine policies and procedures may still be adequate during the interruption of routine operations.

Because there are many activities that may need to take place before, during, and after an emergency event, it can be daunting to develop annexes for every task. To keep annex development manageable, begin with critical functions (evacuation, sheltering in place, dietary, environmental) and regulatory requirements.

### **The Hazard-Specific Annex**

As the name suggests, hazard-specific annexes contain unique planning and response details that apply to a single hazard. Hazard-specific annexes usually identify the risk posed by the hazard and actions that need to be taken in preparing for and responding to the hazard.

Following risk management principles (see Part III *The Planning Process*), an assisted living community's planning team will need to focus upon those hazards that are the most likely to happen to that community and that would have the most serious outcome.

It's useful to think of hazard-specific annexes as covering two phases: planning and response. Other terms that may be used for hazard-specific annexes are Incident Planning Guides and Incident Response Guides.

#### **Hazard-specific Planning:**

- Sunny day actions that will lessen the negative impact of that particular emergency event.
- Creating policies or procedures related to a specific event type
- Reviewing the hazard-specific response guides to make sure they are still valid

#### **Hazard-specific Responses:**

- Actions that are taken during and after a specific event type
- Action items in a checklist format divided into timeframes
  - Immediate (0-2 hours)
  - Ongoing
  - Demobilization (returning to normal)

The National Nursing Home Incident Command System, developed by the AHCA/NCAL Disaster Preparedness Committee, references hazard-specific tools created and maintained by the California Association of Health Facilities — including Incident Planning Guides and Incident Response Guides in the following areas:

- Infectious Disease Outbreak: Biologic-Pandemic Influenza
- Natural Disaster: Major Earthquake
- Natural Disaster: Severe Weather
- Internal Flooding
- Fire
- Loss of Power

While these resources are specific to nursing homes, they are easily adapted to assisted living communities.



## Part III: The Planning Process

There are a variety of ways to create an emergency operations plan. This guide offers a flexible planning process that supports the principles that have been described and is recommended by the Federal Emergency Management Agency through the *Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans* (v. 2, 2010)

### Overall Steps

- I. Form a Planning Team
  - a. Identify team members
  - b. Engage external stakeholders
- II. Understand the Situation
  - a. Identify threats and hazards
  - b. Assess risk
- III. Determine Goals and Objectives
  - a. Set priorities
  - b. Set goals and objectives
- IV. Plan Development
  - a. Decide on actions necessary to accomplish the goals and objectives
- V. Plan Preparation, Review, and Approval
  - a. Write the plan
  - b. Review the plan
  - c. Approve and distribute the plan
- VI. Plan Implementation and Maintenance
  - a. Exercise the plan
  - b. Review, revise, and maintain the plan

Given that time constraints may restrict a lengthy planning process, an assisted living community can carry out only those steps appropriate to their size, known risks, and available planning resources.

Also, as planners move through each step of the process, it will helpful to consider and make notes for training and exercise opportunities.

### **Step 1: Form a Planning Team**

Initially, the team should be small, consisting of department heads from the community that usually participate in general operations and decision making. They form the core for all planning efforts. As a plan matures, the core team may expand to include others. The core planning team members will vary based on the size of the assisted living community, resources, and operational culture. A rule of thumb to consider when building the team is to identify those persons who would have a critical role in responding to an emergency event.

Positions to consider for the core planning team:

1. CEO/President
2. Administrator and/or Executive Director
3. Chief Financial Officer
4. Director of Environmental Services
5. Maintenance Director
6. Activity Director
7. Wellness Care Coordinator or Director of Nursing
8. Director of Marketing
9. Director of Human Resources
10. Admissions Coordinator
11. Social Service Director
12. Director of Dining/Food Service

These are the same positions that would likely be pulled into the community's Incident Management Team upon initiation of the plan at the onset of an event. Leaders working in assisted living will not have the luxury of picking for their planning team only seasoned persons who operate well under stress. But it's important to think about personality traits that will contribute to stable planning and response. It may be the Security Guard, the Food Service Aide, or even the head of the Resident Council who has experienced and responded well to traumatic or unexpected emergency events in the past and can bring a steady perspective to the process.

External partners help the community's planning fit into external, broader plans. For example, a Regional Director brings a larger perspective of the resources and assumptions for the overall organization, including what the mutual expectations are during an emergency response. Including a key representative from the local Emergency Management Office will cue them that the community is reaching out to fit in the local county plan; they may provide expert mitigation and training resources. When working with the local emergency management office, consider and communicate how the assisted living community can provide assistance; for example, volunteering to be a staging site or to provide one or two beds or units to the broader community through the local emergency management office. Other external partners involved in the planning process may include lead vendor representatives in key supply areas, other assisted living communities with which Memorandums of Understanding are mutually held, a representative from the local hospital's emergency planning department, and law enforcement.



## **Step 2: Understanding the Situation**

If emergency events are the problem and emergency operations plans are the solution, then hazard identification is a key step in the planning process. Situational awareness begins with risk management; that is, identifying possible risks and assigning a value to risk for the purposes of prioritizing, decision making, and training. This is the information that will eventually populate the Situation Overview section of the Basic Plan.

The core planning team will gather information about specific hazards, geographic characteristics, resident vulnerabilities, and planning assumptions unique to the assisted living community. Research helps the team understand the assisted living community's resources that are available to carry out emergency activities – and explore how those resources will be challenged by resident limitations and disrupted services.

This part of the process – the hazard assessment – is particularly important for assisted living communities because they are – by design – very diverse, accommodating the needs and preferences of millions of older Americans. Many assisted living communities do not provide health care services at all; rather, residents of these assisted living communities receive health care services from off-site, third party health care providers with whom they have personal, private business arrangements. When this is the structure for an assisted living community, the core planning team developing the plan assumes these third party services will be disrupted in the event of a community-wide emergency. In order to lessen the negative impact of this planning assumption, the core planning team must 1) reach out to these third party health care providers to explore and connect with their emergency plans, and 2) understand the health impact to each resident due to an interruption of services.

The local emergency management office should be a helpful resource for hazard mitigation plans specific to a geographic area. These hazard mitigation plans can be reviewed and modified for a private sector response. Other information that can be obtained from the local emergency management office will be historical events, an address's flood zone and surge zone, and its proximity to local points of interest, such as airports, naval ports, railways, rivers, levees, or chemical plants.

Further, local public works departments and utilities can provide information on restoration times for critical infrastructures; an assisted living community can query about their position on the power grid – if the assisted living community is on the same grid as a critical infrastructure, it will likely have shorter restoration times.

Elements of information that will round out a core planning team’s situational awareness are:

- A list of the hazards including probability and impact
  - Consider history
  - Ask the local Emergency Management Office
  - Physical plant risks
- How the assisted living community expects to receive or provide assistance within its organizational structure and/or the local jurisdiction
- Zones and local points of interest
- Vulnerabilities related to resident characteristics (for example, pharmaceutical, impaired mobility, fall risks, cognitive impairments, chronic pain, or dependence on third party services such as respiratory or dialysis management)
- Dependencies on others for critical resources
- The actions taken in advance to minimize an incident’s impacts (hardening community)

FEMA’s *Threat and Hazard Identification and Risk Assessment Guide: CPG 201 (8/13)* provides definitions and examples of threats and hazards that are useful in conducting a hazard vulnerability analysis.

**Natural hazards** result from acts of nature, such as hurricanes, earthquakes, pandemics, or tornadoes.

**Technological hazards** result from accidents or the failures of systems and structures, such as hazardous material spills or dam failures.

**Human-caused hazards** result from intentional actions, such as looting, or workplace violence.

Natural	Technological	Human-caused
Avalanche	Car crash	Attacks (biological, riots, cyber)
Animal disease outbreak	Dam failure	Workplace violence
Drought	Hazardous materials release	
Earthquake	Power failure	
Epidemic	Train derailment	
Flood		
Hurricane		
Landslide		
Pandemic		
Tornado		
Tsunami		
Volcanic eruption		
Wildfire		
Winter storm		

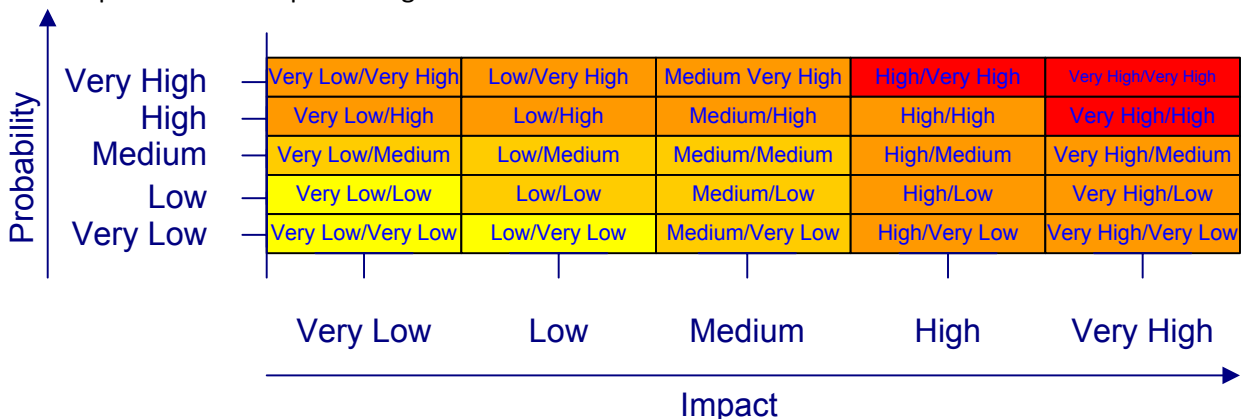
Requesting and obtaining information to gain an understanding of the assisted living community’s situation will take an investment of time and building relationships with important external stakeholders. Recognize that each and every encounter with one of these external stakeholders during the planning phase is a crucial opportunity to lay the groundwork for mid-emergency response. Courtesy and a willingness to be taught are important attributes for core planning team members interacting with external stakeholders.

Once the hazard identification process is complete, information can be organized in such a way as to be helpful to the core planning team. In assessing the hazard for risk consider the following:

- Probability or frequency of occurrence
- Magnitude (the physical force associated with the hazard or threat)
- Intensity/severity (the impact or damage expected – to the residents; the community; the community)
- Time available to warn
- Location of the incident (an area of interest or a specific or indeterminate site or community)
- Potential size of the affected area
- Speed of onset (how fast the hazard or threat can impact the public)
- Duration (how long the hazard or threat will be active)
- Cascading effects (interruption of services, transportation, medication, staffing; resident stress)

The core planning team must consider the frequency of the hazard and the severity of its consequences in order to calculate the risk to the community. This effort allows for comparisons and the setting of priorities.

The familiar Risk Management grid is a useful approach for weighing the seriousness of the potential consequences against the likelihood of occurrence.



The core planning team can use these impact expectations to decide which hazards merit special attention, which actions must be planned, and what resources will likely be needed. This analysis provides the information needed to determine goals and objectives.

### Step 3: Determine Goals and Objectives

Set an operational priority for each hazard prioritized in Step 2. Setting operational priorities will lead the core planning team to the assisted living community's goals and objectives.

For example:

- I. Severe Winter Weather
  - a. Operational Priority: Protect the residents from severe winter weather.
    - i. Desired Result: Residents do not suffer any long lasting effects.
    - ii. Goal: Provide a comfortable environment with adequate supplies for a period of 72 hours after the loss of routine services.
      1. Objective #1: Utilize an alternate power source to supply heat and continued kitchen services
      2. Objective #2: Implement emergency menu and water supply
      3. Objective #3: Provide dependents of key staff with supervised oversight and activities
- II. Hurricane Weather
  - a. Operational Priority: Protect the residents from hurricane weather and storm surge.
    - i. Desired Result: Residents do not suffer any long lasting effects.
    - ii. Goal: Make an informed decision about evacuating residents or sheltering in place within enough time to evacuate if needed.
      1. Objective #1: Obtain directives from the Local Emergency Management Office related to a mandatory or recommended evacuation for particular assisted living community location.
      2. Objective #2: If evacuation order is not mandatory, make decision to evacuate or shelter in place, based on established factors.
      3. Objective #3: Communicate decision to staff, residents, family members, state licensing agency, and the local emergency management office.

Look for and fully develop those goals that meet the all-hazards criteria; that is, goals that the assisted living community would work toward regardless of the type of emergency event. In the examples above, both goals are appropriate for a variety of hazards. Ultimately, the objectives will translate to – and build – action items that will be carried out during the emergency.

## Step 4: Plan Development

### Develop and Analyze Courses of Action

At this step, the planning team considers the goals established in Step 3 and discusses and selects possible solutions for achieving those goals. Planners will use this step to walk through those actions that need to occur and discuss the sequence for when those actions should take place. Further, this is the appropriate phase to consider alternatives, or those all-important Plan Bs, if one of the needed actions cannot take place as expected.

Once developed, courses of action can be used in shaping other aspects of the overall Emergency Operations Plan. For example, this process can be used in writing Functional Annexes or Hazard-specific Annexes as described in Part II. Courses of action can ultimately be grouped by departments and used to support the development of Job Action Sheets with an Incident Command System.

One way of developing courses of action is to describe how an operation unfolds by sketching out the incident's timeline including decision points and activities. This process helps planners work through a timeline to establish which actions must take place immediately, mid-event, and post-event in order to achieve a goal.

Courses of action can be developed as follows:

- a) Select the goal: Choose a goal from Step 3 that will move the community toward meeting an operational priority. Focus on a goal that is all-hazard in nature; that is, it would be a needed goal for a variety of event types. For example, a goal that crosses any type of emergency where a loss of electricity occurs would be: *Provide a comfortable environment with adequate supplies for a period of 72 hours after the loss of routine services.*
- b) Establish a timeline: The timeline should cover some level of response for all assisted living community department areas and will vary depending on the nature of the emergency event. The timeline for a hurricane might be in hours and days while the timeline for a hazardous material incident might be in minutes and hours. Placement of decision points and response actions along the timeline depicts how soon the different departments enter the scene, so to speak.
- c) Identify and depict the decision points: Placing key decision points along a timeframe indicates when planners anticipate a decision will need to be made in order to achieve an eventual desirable end state – or to achieve an intermediate objective. Knowing that an assisted living community Executive Director will not usually make key mid-event decisions in a vacuum, laying out when key decisions will likely occur cues everyone on the Incident Management Team about providing information that will feed into those key decisions at established times.

- d) Identify and depict operational tasks: As planners discuss the actions, they will keep the goal in mind and compare the costs and benefits of action. As these are discussed by the planning team, answer the following questions for each task:

For example, if the goal is to efficiently implement the Emergency Operations Plan, the core planning team will answer the following:

Question	Sample Answer
1. What is the action?	Gather the assisted living community's Incident Management Team and give immediate assignments and select the next meeting time.
2. Who is responsible?	Executive Director
3. When should the action take place?	Immediately upon implementation of the Emergency Operations Plan
4. How long should the action take place?	20 minutes
5. What has to happen before?	Implement the EOP Have a place to meet – in person or by phone Get in touch with IMT members
6. What happens after?	IMT members disperse to carry out duties
7. What resources does the person need to perform the action?	Information to inform the decision to implement the EOP Sufficient 24/7 contact information for the IMT members A location to meet or a conference call number and hardware to dial in Job Action Sheets for the IMT members IMT Vests for members to don

- e) Select courses of action: Planners should identify when their selection of courses of action need to be approved by a senior level person within the organization. This may occur with individual courses of action or upon completion of the overall emergency operations plan.

A graphic timeline may be helpful to brainstorm the chosen courses of action in sequence for a particular goal.

### Identify Resources

As a function of normal operations, assisted living communities maintain a lot of inventory, product, and restocking processes that will be absorbed and counted upon when responding to an emergency event. Whether it's a stock supply of over the counter medications (where allowed by law) or the 4 staff persons scheduled for the 7p.m. to 11 p.m. shift, these resources will be considered and incorporated when the core planning team identifies supplies needed to accomplish the courses of action.

Normally, an assisted living community has on hand what is requires to provide a comfortable environment with adequate supplies. The need for these basic provisions does not change during an emergency event:

- Food
- Water
- Safe from Environmental Harm
- Medication
- Supervision
- Physical Comfort
- Psychological Wellbeing
- Activities

Therefore, the core planning team will not restate all the resources required for routine operations. On the other hand, because it is certain that these basic provisions will be disrupted, time is better spent projecting shortfalls in availability and identifying alternate solutions.

For example, consider this all-hazards goal: *Provide a comfortable environment with adequate supplies for a period of 72 hours after the loss of routine services.*

The chart below lists a few of the basic needs and shows how a team will state the existing need, the planning assumption, and courses of action to fill the anticipated gap.

Basic Provision Needed	Planning Assumption	Courses of Action to Address Problem
10 staff persons/24 hour period	3 call offs for the day and normal back up is not available, resulting in reduced staffing	Grouping residents for supervision and activities
		Ideas for another source of staffing
		Modify shift times and plan for ways to support staff working longer hours
		Anticipating and helping staff find solutions for personal obstacles
Food/72 hour period	Delivery day falls during interrupted services and fails to arrive resulting in no food delivery for week	Set and stock an emergency menu for 7 days for residents and staff
Water/72 hour period	Well water is compromised for unknown period of time	Use stored emergency menu potable water (amount stored to be calculated based on #/persons per day)
		Plan for 1) water delivery by vendor and 2) purchasing water from local markets
		Fill collapsible bladders with tap water and store in safe location noted as drinking/cooking water
		Fill bath tubs with water before anticipated interruption of water for washing and cleaning
		Establish and maintain communication for reestablishment of well supply

In each case noted above, the local emergency management office would be notified of the gap in basic services, its impact on residents, and the community’s expected capability to respond to the shortfall for a period of time.

Remember, Planning Assumptions are included in an emergency operations plan. By identifying resources and courses of action to meet anticipated gaps, the core planning team will be able to include what they learn about resources in the Planning Assumptions section of their organization’s Basic Plan.



### Identify Information and Intelligence Needs

The aforementioned chart (see Develop and Analyze Courses of Action within Step 4) provides a useful opportunity to list information and intelligence needs that the planning team members think they would need to successfully carry out that action.

Randomly or systematically choose an action item that supports any important goal. Ask the responsible team member what information they would need to perform the activity.

For example, choose an action item such as *Communicate any schedule changes with staff to in order to anticipate what staffing will look like over the next 24 hours*. In terms of the Incident Management Team, a leader within the Logistics Section will tell the rest of the team what they will need to communicate schedule changes and anticipate the staffing outlook. Information needed will likely include a knowledge of and reason for call-offs, availability of off-duty employees, and census. A current staff call down roster and knowledge of current environmental conditions are key pieces of intelligence to support this activity.

By blowing up an action within a goal, the core planning team can check for gaps where breakdowns could unravel or further stress the overall goal.

## **Step 5: Plan Preparation, Review, and Approval**

### **Write the Plan**

After courses of action have been developed around key goals, the plan can be written. Using the structure of the basic plan, functional annexes, and the hazard-specific annexes, a rough draft can be begun using the developed goals, decision points, and operational tasks. Create a system for sharing subsequent versions of the emergency operations plan and include instructions for team members to add tables, contracts, and graphics to the functional annexes.

Keep these rules in mind when writing the plan and any supporting procedures:

- Keep the language simple and clear by writing in plain English.
- Summarize important information with checklists and visual aids, such as maps and flowcharts.
- Avoid using jargon and minimize the use of acronyms.
- Use short sentences and the active voice.
- Provide enough detail to convey an easily understood plan that is actionable.
- Format the plan and present its contents so that its readers can quickly find solutions and options.
- Focus on providing goal guidance and not on discussing policy and regulations.
- Incorporate technology to develop the plan and supporting document in alternative formats (e.g., print, electronic).

### **Review the Plan**

Before finalizing the completed plan, it's important to make sure it conforms to applicable regulatory requirements and the standards of state agencies. For example a Life Safety administrative rule may stipulate water amounts to be stored or the state's statutes may require a certain number of drills take place or that orientation includes emergency roles. Incorporate compliance with state laws and administrative rules within the emergency operations plan.

Understand how the local emergency management office intersects with assisted living community plans in their jurisdiction. For some states, local emergency management offices approve assisted living emergency operations plans annually. They may also be authorized to request changes to the provider plans. Some states may not require any plan approval by an external party; rather, it may be an area of enforcement by the licensure agency if a plan is out of date, not used in training, or doesn't exist.

Regardless of required approvals, contact the local emergency management office and ask them to unofficially review the plan, informing them of the intent to incorporate FEMA's CPG 101. At best, the local EM office will offer insight, training, and better connect the assisted living community within the jurisdiction. At least, they will learn more about assisted living and may reassess their responsibilities to assisted living community residents.

As part of the review process, decision makers can determine the effectiveness of a plan by applying common criteria: adequacy; feasibility; acceptability; completeness; and compliance.

1. **Adequacy.** A plan is adequate if the scope and concept of planned operations identify and address critical tasks effectively; the plan can accomplish the assigned mission while complying with guidance; and the plan's assumptions are valid and reasonable.
2. **Feasibility.** A plan is feasible if the organization can accomplish the assigned mission and critical tasks by using available resources within the time contemplated by the plan. The organization allocates available resources to tasks and tracks the resources.
3. **Acceptability.** A plan is acceptable if it meets the requirements driven by a threat or incident, meets decision maker cost and time limitations, and is consistent with the law. The plan can be justified in terms of the cost of resources and if its scale is proportional to mission requirements. Planners use both acceptability and feasibility tests to ensure that the mission can be accomplished with available resources, without incurring excessive risk regarding personnel, equipment, material, or time.
4. **Completeness.** A plan is complete if it:
  - a. Incorporates all tasks to be accomplished
  - b. Includes all required capabilities
  - c. Integrates the needs of the resident population and staff, considering functional needs
  - d. Provides a complete picture of the sequence and scope of the planned response:
    - i. what should happen, when, and at whose direction
    - ii. Makes time estimates for achieving objectives
    - iii. Identifies success criteria and a desired end-state
5. **Compliance.** The plan should comply with regulatory requirements and FEMA CPG 101 guidance to the maximum extent possible because these provide a format that facilitates planning and execution.

An assisted living community does not necessarily have to provide all the resources needed to meet a capability requirement established in the plan; however, the plan must explain how resources will be obtained to support the goals of the emergency operations plan. Relying on outside parties to supply any needed essential resource represents a weakness in the plan that must be tested and supported by alternate plans.

#### **Approve and Disseminate the Plan**

After the plan has been reviewed by decision-makers and any relevant external stakeholders and edited accordingly, the primary planner should present the plan to the appropriate senior level executive and obtain an official promulgation of the plan. Include this authority in Introductory Material in the basic plan segment of the emergency operations plan.

After the senior level executive has signed off on the plan promulgation, the primary planner will arrange to distribute the plan and maintain a record of the people and organizations that received a copy of the emergency operations plan.

### **An Executive's Quick Check of the Developing Emergency Operations Plan**

1. Does the core planning team include individuals with expertise in maintenance, resident care and services, dietary, staffing scheduling and competencies, and housekeeping?
2. Does the plan include resident demographic information (see Situation Overview in the Basic Plan) and vulnerabilities?
3. Does the plan include direction for when and how the local emergency management office and/or the licensing agency will be contacted as it relates to an emergency event?
4. Does the plan includes roles and responsibilities for supporting the residents?
5. Does the plan includes roles and responsibilities for maintaining inventories of supplies?
6. Does the plan include a process and message for communicating with off duty staff and family members of residents?
7. Does the plan includes roles and responsibilities for maintaining a safe and comfortable environment?
8. Does the plan identify who has the authority for ordering an evacuation?
9. Does the plan identify who has the authority for activating the plan?
10. Does the plan include current and feasible mutual aid agreements related to destination agreements that address reimbursement and staffing expectations?
11. Does the plan include current and feasible third party contracts to support the goals of the plan (fuel, transport vehicles, generator support, etc.)
12. Does the plan include a mechanism for tracking residents during an evacuation?
13. Does the plan include a process for securing records (insurance, resident records, etc.)?
14. Does the plan include priorities for staff training, including personal preparedness and their immediate response when the plan is activated?
15. Does the plan describe expectations for capturing costs related to the emergency for purposes of insurance reimbursement?

## **Step 6: Plan Implementation and Maintenance**

### **Training**

After developing and distributing the plan, staff is systematically trained so they have the knowledge, skills, and abilities, to carry out the tasks they will be expected to perform with the plan is activated. Training will take place during orientation and periodically to maintain readiness and to identify gaps in understanding. Job Action Sheets that are part of the Incident Command System can be developed at several staffing levels and are tremendous training tools that show staff how they contribute during an emergency event.

### **Exercise the Plan**

It's common for state authorities to require fire drills and other forms of emergency response exercises. These existing regulatory requirements can be built upon by pulling out and exercising segments of the emergency operations plan. For the greatest impact, segments of the plan that are exercised should be those that relate to all-hazards tasks: assisting residents to a staging area for evacuation; maintaining resident care and services with reduced resources; how to communicate with the community (see Planning adopts an all hazards approach, Part I: The Basics of Planning).

Exercising the plan builds staff confidence and proficiency. Another key benefit is that exercises can test the plan and highlight gaps or incorrect assumptions, reveal missing information, and allow the planning team to shore up weaknesses and/or revise the plan.

### **Review, Revise, and Maintain the Plan**

The core planning team will establish a process and schedule for reviewing and revising the plan. Functional annexes can be replaced that reflect staff updates, new vendor contracts, and equipment changes. The basic plan can be updated every 6 months, annually, or in accordance with local or state requirements. Hazard-specific annexes can be added to or modified as a result of an exercise that exposed an important failure. Simple electronic and hardcopy dating and version procedures must be established and rigorously followed to provide that old plans are deleted or destroyed when and updated plan is distributed.

The following events could also signal the need for a plan revision:

- A major incident
- A change in operational resources (e.g., personnel, organizational structures, management processes, communities, equipment)
- A formal update of planning guidance or standards
- A change in senior executives or decision-maker
- Each activation
- Major exercises
- A change in the community's resident demographics or vulnerabilities
- A reassessment of hazard specific threats
- A change in the acceptability of various risks
- The enactment of new or amended laws or ordinances.



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## Appendix A: Authorities and References

The following resources were utilized in developing the *NCAL Emergency Preparedness Guide for Assisted Living Communities*.

Federal Emergency Management Agency Comprehensive Preparedness Guide 101 vs. 2, *Developing and Maintaining Emergency Operations Plans*.

National Center for Assisted Living Assisted Living Community Emergency Preparedness Guide Revision Workgroup 2013-2014

AHCA-NCAL Emergency Preparedness Committee 2013-2014

*Defining Emergency Operations Basic Plan Elements: Modified for Nursing Homes*, Florida Health Care Association, 2012

National Response Framework, U.S. Department of Homeland Security, May 2013  
[http://www.fema.gov/media-library-data/20130726-1914-25045-1246/final\\_national\\_response\\_framework\\_20130501.pdf](http://www.fema.gov/media-library-data/20130726-1914-25045-1246/final_national_response_framework_20130501.pdf)



## Appendix B: Acronyms and Glossary

Appendix B includes a glossary of terms useful in developing an Assisted Living Community's Emergency Operations Plan.

### **Online sources for terms and acronyms:**

For terms related to the National Incident Management System and developing a community-specific Incident Management Team, refer to the tools and resources available through the American Health Care Association/National Center for Assisted Living Incident Command System Resources [http://www.ahcancal.org/community\\_operations/disaster\\_planning/Pages/default.aspx](http://www.ahcancal.org/community_operations/disaster_planning/Pages/default.aspx)

[FEMA's Incident Command System Resource Center](http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm)  
<http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>

[FEMA Acronyms Abbreviations & Terms](http://www.fema.gov/fema-acronyms-abbreviations-and-terms)  
<http://www.fema.gov/fema-acronyms-abbreviations-and-terms>

The National Weather Service (Severe Weather Definitions)  
<http://www.weather.gov/>

Glossary for Emergency Operations Planning

**Administrator or Executive:** Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

**Allocated Resources:** Resources dispatched to an incident.

**All-Hazard:** Any incident or event, natural or human-caused, that warrants action to protect life, property, environment, and health and safety, and minimize disruption of services and activities.

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

**Assignments:** Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Chain of Command:** A series of management positions in order of authority.

**Damage Assessment:** The process used to appraise or determine the number of injuries and deaths, damage to property, and status of services resulting from a human-caused or natural disaster.

**Delegation of Authority:** A statement provided delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed.

**Earthquake:** The sudden motion or trembling of the ground produced by abrupt displacement of rock masses, usually within the upper 10 to 20 miles of the earth's surface.

**Emergency:** Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Operations Plan (EOP):** The plan that each jurisdiction has and maintains for responding to appropriate hazards.

**Evacuation:** The organized, phased, and supervised withdrawal, dispersal, or removal of persons from dangerous or potentially dangerous areas, and their reception and care in safe areas. In an assisted living community or nursing home, residents may evacuate from one location of the community to another safer, unaffected part of the building, or they may evacuate to a location external to the community.

From a local government's Emergency Management Office perspective:

A spontaneous evacuation occurs when residents or citizens in the threatened areas observe an incident or receive unofficial word of an actual or perceived threat and, without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel are unorganized and unsupervised.

A voluntary evacuation is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are not required to evacuate; however, it would be to their advantage to do so.

A mandatory or directed evacuation is a warning to persons within the designated area that an imminent threat to life and property exists and individuals *must* evacuate in accordance with the instructions of local officials.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

#### Flood

A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

#### Hazard

A natural, technological, or human-caused source or cause of harm or difficulty.

#### Hazardous Material

Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

**Hurricane:** A tropical cyclone, formed in the atmosphere over warm ocean areas, in which wind speeds reach 74 miles per hour or more and blow in a large spiral around a relatively calm center or eye. Circulation is counter-clockwise in the Northern Hemisphere and clockwise in the Southern Hemisphere.

**Incident:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. The Incident Commander is onsite and may not always be served by the same staff position, depending on the incident. When local emergency officials or first responders arrive at the community, they are likely to ask for the Incident Commander.

**Incident Command Post (ICP):** The on-site, community location at which the primary tactical-level, on-scene incident command functions are performed. The Administrator may be stationed here along with key staff decision makers and planners who are not providing direct care and services during an incident. When local emergency officials or first responders arrive at the community, they are likely to ask where the ICP is located.

**Incident Command System (ICS):** A standardized on-scene emergency management structure designed to provide an organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and agencies, both public and private, to organize field-level incident management operations. A National Nursing Home Incident Command System is available through the American Health Care Association/ National Center for Assisted Living (see Resources).

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Limited English Proficiency:** Persons who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English.

**Logistics:** Providing resources and other services to support incident management.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Message Center:** The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often formed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels within an organization to identify threats, determine vulnerabilities, and identify required resources. Preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification, and equipment certification.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property.

**Recognition Primed Decisionmaking:** A model that describes how experts make decisions under stressful situations that are time critical and rapidly changing.

**Reporting Locations:** Location or facilities where incoming resources can check in at the incident. (See Check-In.)

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident

**Recovery:** The development, coordination, and execution of restoration plans; the return to normal operations and services; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents.

**Response:** Immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-term recovery.

**Risk:** The potential for an unwanted outcome resulting from an incident or occurrence, as determined by its likelihood and the associated consequences.

**Risk Identification:** The process of finding, recognizing, and describing potential risks.

**Risk Management:** The process of identifying, analyzing, assessing, and communicating risk and accepting, avoiding, transferring, or controlling it to an acceptable level at an acceptable cost.

**Standard Operating Procedure (SOP)/Guidelines (SOG):** Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner. Staff members who typically engage in the emergency activities should develop the procedures.

**Storm Surge:** A dome of sea water created by strong winds and low barometric pressure in a hurricane that causes severe coastal flooding as the hurricane strikes land.

**Terrorism:** Activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

**Tornado:** A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds can be as low as 65 miles per hour, but may reach 300 miles per hour or higher.

**Tsunami:** Sea waves produced by an undersea earthquake. Such sea waves can reach a significant height resulting in damage or devastation to coastal cities and low-lying coastal areas.

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective

**Vulnerability:** May be used to describe community or resident characteristics. A feature or attribute that renders an entity or person open to exploitation or susceptible to a given hazard. For example, a resident with cognitive impairment or recovering from a surgical procedure both are uniquely vulnerable to negative outcomes of an incident.



## Appendix C: Training Resources

There are free, authoritative emergency management resources that an assisted living community can incorporate in personal professional development as well as staff training.

National Incident Management System  
FEMA's Independent Study Courses  
<http://training.fema.gov/IS/NIMS.aspx>

National Nursing Home Incident Command System  
American Health Care Association/National Center for Assisted Living  
[http://www.ahcancal.org/community\\_operations/disaster\\_planning/Pages/default.aspx](http://www.ahcancal.org/community_operations/disaster_planning/Pages/default.aspx)

Tools and Online Resources  
Florida Health Care Association  
[http://www.fhca.org/community\\_operations/emergency\\_preparedness](http://www.fhca.org/community_operations/emergency_preparedness)

Florida Long Term Care Emergency Preparedness Portal  
<http://www.ltcprepare.org/>

Individual State Statutes and Administrative Rules



## Appendix D: Exploring Functional Annexes

As referenced in Part II, the emergency operations plan will consist of a basic plan, functional annexes, and hazard-specific annexes.

Functional annexes support the emergency operations plan by providing more specific detail for an operation, including easy to reach agreements, contact lists, and procedures. Functional annexes will support a person picking up the EOP and being able to locate an evacuation route or a family contact roster. Do not include an item as a functional annex unless it is connected to some part of the basic plan content or one of the hazard-specific annexes.

Building functional annexes can begin with basic vendor agreements, such as fuel supply, transportation, generator support, food supply, laundry services, and pharmaceutical support as appropriate. As the core planning team works through the basic plan content, they should note where additional supporting information will be needed. These notes will translate to the functional annexes.

For example, when Organization and Assignment of Responsibilities is written in the basic plan section of the EOP, it will reference how responsibilities and actions are organized and assigned. If Job Action Sheets are employed for this purpose, the planning team would note that they need to be included as part of the functional annex.

Functional annexes will be unique to a particular assisted living community. Some common functional annexes may be:

1. Transportation agreements
2. Staff roster with phone numbers, updated regularly
3. Resident record management procedure
4. Resident tracking procedures in case of evacuation
5. Mutual aid agreements
6. Utilities contact information, account numbers, procedure for communicating
7. Host receiving site locations with driving routes
8. Resident evacuation procedures
9. Insurance policy contacts
10. Managing resident conditions specific to the community population (making appointments, alternatives to treatment, cognitively impaired, comfort measures, pain management, etc.)
11. Communication procedures and current phone numbers and/or email addresses for: staff, family members of residents, police, fire, licensing agency, local emergency management office, corporate office, management company, key vendors.
  - a. Procedures for using different forms of communication when primary system is interrupted.
12. Priority equipment details, such as generator type, size, areas supported, fuel type, availability
13. Job Action Sheets or some assignment roster and duty list
14. Supporting Forms to use when the plan has been activated
15. If serving as a receiving community, floor plan for housing incoming residents
16. Cost sharing/reimbursement agreements with receiving facilities or local hospitals
17. Staff training schedules for community emergency preparedness; reference training materials to be used
18. Annual letter to family members of residents letting them know how their loved ones will be cared for or monitored during an unexpected incident where routine services are disrupted
19. Situational analysis resources to determine local weather and conditions

## Appendix E: Exploring Hazard-specific Annexes

Hazard-specific annexes are the third and final component of the emergency operations plan as described in Part II of this guide. Hazard-specific annexes are sometimes referred to as Incident Response Guides and they explain the procedures that are specifically relevant to a particular incident such as a sudden localized fire, an impending storm, flood threat, or tornado watch.

Hazard-specific annexes are only included when they represent a possible threat with serious outcomes to residents, staff, and the community. As described in Part III of this guide (Understanding the Situation), the planning team will identify threats and hazards and will assess risk. The results of this situational analysis will indicate which threats to include in the hazard-specific annex. The Goals and Objectives that are developed for each identified hazard as part of the planning process will be used in customizing hazard-specific annexes.

There are resources available that are suitable for customizing in an assisted living community's hazard-specific response.

The *National Nursing Home Incident Command System Tools to Accompany Guidebook* [http://www.ahcancal.org/community\\_operations/disaster\\_planning/Pages/default.aspx](http://www.ahcancal.org/community_operations/disaster_planning/Pages/default.aspx) provide practical Incident Planning and Response Guides for several hazards, such as severe weather, internal flooding, and fire. Originally designed for the nursing home setting, these planning and response guides translate to the assisted living community.

The National Weather Service <http://www.weather.gov/> also maintains Weather Safety information across several hazard threats such as tornadoes, storms, flooding, heat, and winter weather.



## Appendix F: Template for Assisted Living Emergency Operations Plans

Refer to Part II The Emergency Operations Plan *Using Templates* to review how to effectively use templates.

Based on a fictional assisted living community in Palm Beach County, Florida, the template that follows offers a plan format and sample content that each section might contain.

It is understood that this sample template is not itself suitable to serve as an emergency operations plan but, rather, attempts to provide the reader with a fairly realistic example of an assisted living community plan that is built upon the framework of the Federal Emergency Management Agency's Comprehensive Preparedness Guide 101 (v. 2, 2010).





Cover Page

# Emergency Management Support Manual

November, 2015

## Storm's Sigh Assisted Living Community

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24-Hour Phone: 501.555.5555  
Fax: 501.555.9999  
generalemail@gmail.com

### Owner:

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Atlanta, GA 30303  
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Ringo Starr, Executive Director  
501.555.5555  
Cell 501.555.8888

**Promulgation Document**

The Emergency Management Support Manual is recognized and adopted as the all-hazards emergency operations plan for Storm’s Sigh Assisted Living Community located at 77 Soggy Bottom Way, Palm Beach, Florida. The Emergency Management Support Manual was approved/reviewed by the Palm Beach County Emergency Management Office in February, 2016.

Department Managers are responsible for developing, exercising, and updating their sections of the plan in collaboration with the Executive Director who is responsible for overall planning. Some or all Department Managers, as designated by the Executive Director and this plan, will serve on a core planning team.

The basic plan, functional annexes, and hazard-specific annexes are developed by a core planning team that will contribute within their area of expertise as indicated in Plan Development and Maintenance.

Storm’s Sigh Assisted Living Community will provide initial and periodic training opportunities to support the core planning team in contributing to the emergency operations plan.

Signed by:

Legible Name and Signature  
Position, Senior Regional Executive

Date Signed

**Record of Changes**

The Emergency Management Support Manual has been modified as indicated:

Version Number	Date of Last Change	Summary
Version 3.0	November 2015	Annual Review: key contact information, functional annexes, and resident characteristics
Version 2.0	November 2014	Annual Review: key contact information, functional annexes
Version 1.0	September 2013	Initial Creation and Promulgation

**Record of Distribution**

Version 3.0 of the Emergency Management Support Manual has been distributed as indicated:

Name of Person Receiving EOP	Title	Date	Initialed (or reference other evidence of receipt)
Andrew Wyeth	Palm Beach County Emergency Management Office Director		
Ringo Starr	Executive Director		
Edgar Degas	Senior Regional Executive		
Frankie Valli, LPN	Resident Care Coordinator		
Chuck Berry	Director of Dining/Food Services		
Dinah Shore	Housekeeping Supervisor		
Perry Como	Director of Information Services		
Pat Boone	Director of Environmental Services		
Tony Bennett	Director of Human Resources		
Nat King Cole	Admission Coordinator		

## Table of Contents

[will include page numbers (hyperlinked preferably)]

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- Purpose
- Scope
- Situation Overview
- Planning Assumptions
- Concept of Operations
- Organization and Assignment of Responsibilities
- Direction, Control, and Coordination
- Communications
- Administration, Finance, and Logistics
- Plan Development and Maintenance
- Authorities and Maintenance

### Functional Annexes

- Initiating the Emergency Operations Plan
- NHICS Form 201 Incident Briefing & Operational Log
- Mobilizing Transportation for Evacuation
- Making the Evacuation Decision
- Evacuation Procedures
- Resident Identification and Tracking during Evacuation
- Resident Tracking for Incoming Evacuees
- Communication Plan
  - Procedures for alerting residents and providing situation update
  - Procedures for notifying families of residents regarding evacuation
  - Contact List for External Stakeholders and Responsible Personnel
  - Resident Responsible Party Contacts
  - Communication Hardware and Systems available; with alternate methods
- Incident Management Team Organizational Chart (part of Incident Command System)
- Job Action Sheets (part of the Incident Command System)
- Vendor Contact List
- Situational Analysis Resources
- Mutual Aid Agreements
- Generator Supervision Procedures
- Food Service and Water Disaster Plan Policy and Procedure
- Procedures for Returning to Community
- Elopement Procedures
- Maps to Destination Facilities
- Staffing Assessment and Alternate Staffing/Supervision Procedure
- Fire Safety Plan (approved by the local fire department)

### Hazard-specific Annexes

- Internal Flooding
- Hurricane
- Loss of Power

## **Purpose**

The purpose of the [Name of Document] is to improve the capability of [Community Name] to detect, respond to, recover from, and mitigate the negative outcomes of threats and emergencies. [Name of Document] will support [Community Name] in compliance with [state statutes, administrative rules] and the mission of the organization. Roles and procedures are described and give direction for training.

[Name of Document] is organized in accordance with the Federal Emergency Management Agency's *Comprehensive Preparedness Guide 101, Developing and Maintaining Emergency Operations Plans* (v. 2, 2010). This emergency operations plan consists of a basic plan, functional annexes, and hazard-specific annexes. [Name of Document] was developed through a core planning team of department heads in coordination with the Executive Director.

## **Scope**

[Name of Document] is the emergency operations plan for [Community Name] located at 77 Soggy Bottom Way, Palm Beach, Florida. The Executive Director or trained designee, in accordance with Concept of Operations, is authorized to activate and deactivate the emergency operations plan.

## **Situation Overview**

Palm Beach is a barrier island between the Intracoastal Waterway and the North Atlantic Ocean. [Community Name] is situated 3 miles North of County Road 80 and 13 miles east of U.S. 27. [Community Name] is 4 miles from Palm Beach County Hospital and receives county utility services.

[Community Name] provides senior living care and services to 60 residents aged 78 years and over. The residents require assistance with their activities of daily living, medication management, and administrative assistance with receiving medical services. Certain residents are vulnerable to cognitive impairment when routines or health care services are disrupted.

[Community Name] was built in 1987 . It is a Type IV construction as described in the 2010 Florida Building Code. [Community Name] completed a renovation in 2003 pursuant to applicable codes and standards.

[Community Name] provides all meals and snacks for residents in a comfortable environment that helps maintain their compromised, but stable, health status. [Community Name] offers a discounted meal purchase program for staff and is equipped to provide one staff meal per shift. Most residents do not drive and are transportation dependent. Some residents use assistive devices to support ambulation.

Licensed Capacity of Community	60
Average Daily Census	59
Number of Staff	14
Description of Residents (average)	
Age	78 years
Alzheimer’s Disease or Related Disorder	37
Requires Oxygen	15
Requires Dialysis	2
Requiring Minimal Assist	55
Receiving health care through 3 <sup>rd</sup> Party Services as part of resident assessment or plan of care	48
Personal vehicle and current driver’s license	12

**Hazards that threaten [Community Name]**

Internal Flooding: The Palm Beach County Emergency Management Office has verified that [Community Name] is located in Flood Zone X500 and subject to 100-year flood with average depths less than 1 foot.

Hurricane: Located 3 miles from the Atlantic Ocean, hurricanes pose a serious wind hazard and possible storm surge threat.

Loss of Power: Brownouts or tropical storm winds can cause loss of power. Depending on community impact, this can disrupt health care and personal services community wide. With average high temperatures of 86-90 degrees in the summer, loss of power is a serious hazard.

## Planning Assumptions

The planning team has outlined certain assumptions about conditions that will affect operations before, during, and after an incident.

1. Arrangements with regular vendors who supply food, water, medicine, etc. may be disrupted
2. Residents, their family members, and staff will be stressed and worried about the status of the community and their loved ones.
3. In the absence of a government-issued mandatory evacuation, evacuation decision making will still need to occur leading up to and/or after an incident.
4. The community will rely on the expertise and capabilities of local and, when appropriate, state government to help prepare for, respond to, and recover from incidents of community wide public health significance.
5. Assisted living community evacuation and sheltering decision making will rely upon county and regional information, transportation, and the best available options at the time.
6. Dialysis centers may lose electrical services in the event of a major power outage, affecting residents who require routine dialysis services.
7. The assisted living community will likely experience a disruption in utilities, including electrical services and water, for an extended period of time.
8. Facilities with whom the assisted living community has a mutual aid agreement may also be negatively impacted not be able to serve as a host receiving community.
9. The delivery of contracted transportation services may be compromised depending upon heavy demand, impact of the emergency on the transportation provider, and condition of the roads.
10. Staff and their family members will also be affected by the emergency and this may reduce the number of staff persons available to provide care and services to the residents. Schools may be closed.
11. Hospitals will likely experience increased demand for services along with a disruption in their supplies which may affect treatments and admissions.
12. Hospitals or nursing homes may wish to move more stable patients or residents to the assisted living community in order to make room for a higher acuity population impacted by the incident.
13. After an emergency which results in a power outage, the assisted living community's generator(s) will require close monitoring, may fail, or run out of fuel.



## Concept of Operations

The Executive Director, Director of Maintenance, the Chief Financial Officer, and the Resident Care Coordinator are authorized to activate [community name's] emergency operations plan.

The Executive Director or their alternate may receive an emergency warning or alert during non-routine hours and weekends or holidays. The warning or alert may come to the Executive Director or their alternate from a source external to the community, their own judgment of an emerging situation, or from staff, residents, or family members within the community. The Executive Director may consult with the Regional Office or members of the Incident Management Team prior to initiating the emergency operations plan. When the emergency operations plan is initiated, [community name] will adopt an incident command system structure aligned with the National Incident Management System. See Functional Annex [list designation] *The Incident Management Team Organizational Chart*.

Predetermined key staff (the advance team) will convene initially in person at [community's] Conference Room A or by phone, depending on circumstances and accessibility, assume incident command system roles, receive the primary mission statement, and their associated assignments. The Regional Director will join this initial briefing or be engaged as soon as possible thereafter. If the nature of the incident demands immediate community-wide decision making (such as evacuation), this will occur or be communicated during the initial briefing. Off-duty staff members not part of the advance team will stand by for further instructions that may indicate a change in their normal reporting activities.

After the initial incident management team briefing, the Incident Commander contacts:

- [Community Name's] Regional Office (if not already contacted)
- the county emergency management office
- the area licensing/survey agency

...with a status report, immediate needs, anticipated needs, and expected next steps.

Members of the incident management team will communicate and direct the mission for the operational period and determine the status of the operations for the purpose of reporting back at the next scheduled briefing. As indicated by the nature of the emergency, information related to the emergency incident will be obtained from authoritative sources such as the local county emergency management office, National Weather Service, and/or the State Division of Emergency Management website.

For the first 24 hours, command and general staff of the incident management team will meet at 2 hour intervals to report and receive updates. The Incident Commander will modify this 2 hour operational period as appropriate. The Incident Command Post will be established in Conference Room A located on the entry-level floor (1<sup>st</sup> floor) of [community name] adjacent to the Executive Director's Office. NHICS Form 201: *Incident Briefing and Operational Log* which will be utilized at the initial briefing to focus priorities.

The Incident Commander will signify when the organization returns to normal operations and briefings conclude.

**Organization and Assignment of Key Responsibilities**

Name	Responsibility	Employee Title (routine operations)	Incident Management Team Role
Ringo Starr Address Work Phone Cell Phone  Alt. George Harrison Address Work Phone Cell Phone  Others: Patti Page Frankie Valli	Activate EOP and initiate first briefing and subsequent schedule	Executive Director  Director of Maintenance  Chief Financial Officer  Resident Care Coordinator	Incident Command
Ringo Starr  Alt. George Harrison or member of Incident Command	Serve as the Safety Liaison as primary contact with the Agency for Health Care Administration during emergency operations pursuant to s. 408.821, F.S. (FL specific)	Executive Director	Incident Command or Liaison Officer
Frankie Valli	Oversee resident safety, maintenance of health, and mental wellbeing	Resident Care Coordinator	Operations Section Chief
Patti Page	Contact insurance company, verifying policy claim procedures	Chief Financial Officer	Finance/ Administration Section Chief
Patti Page	Assess payroll and cash on hand	Chief Financial Officer	Finance/ Administration Section Chief
Nat King Cole	Manage admissions and discharges	Admission Coordinator	Admit/Transfer/ Discharge Unit Leader
Tony Bennett	Assess and establish staffing schedule for next 72 hour period	Director of Human Resources	Staffing/Scheduling Unit Leader

Appendix F: Template for Assisted Living Emergency Operations Plans  
Organization and Assignment of Key Responsibilities

Perry Como	Evaluate current status and anticipated interruptions of communications or access to medical records, including cell phone, landlines, and computer.	Director of Information Services	Service Branch Director
Pat Boone	Oversee and maintain physical plant security and condition	Director of Environmental Services	Physical Plant/ Security Unit Leader
Pat Boone	Assess and monitor generator status and fuel stores; communicate with vendors as indicated	Director of Environmental Services	Physical Plant/ Security Unit Leader
Dinah Shore	Supervise ongoing housekeeping and laundry services	Housekeeping Supervisor	Environmental Unit Leader
Connie Francis	Supervise inventories and communicate with vendors (non-medical, non-food)	Business Office Manager	Logistics Section Chief
Chuck Berry	Oversee inventory of food and water stores for residents and staff	Director of Dining/Food Services	Dietary Unit Leader
Frankie Valli	Monitor pharmaceutical inventory and communicate needs	Resident Care Coordinator	Operations Section Chief
Ringo Starr	Communicate status and needs with external stakeholders (local county EMO and area licensing/ survey agency)	Executive Director	Incident Command or Liaison Officer
Neil Sedaka	Develop and oversee delivery of messages for residents, family members, and staff	Director of Marketing	Public Information Officer
Hank Williams	Communicate with resident population and oversee general wellbeing	Social Services Director	Psychosocial Unit Leader
Ringo Starr	Assess readiness for evacuation and coordinate with destination facilities.	Executive Director	Incident Command

### **Direction, Control, and Coordination**

[Name of Executive Director], serving as Incident Commander, has overall control of [Community Name's] response assets. Working with [Name of Chief Financial Officer], serving as the Finance/Administration Section Chief, and [Name of Business Office Manager], serving as Logistics Section Chief, and [Name of Resident Care Coordinator], serving as Operations Section Chief, and [Name of Director of Environmental Service], serving as Physical Plant/ Security Unit Leader, the Executive Director will have authority over the direction of response assets.

When [Name of Executive Director] is not serving as Incident Commander, one of the others in this section will be assigned the Incident Commander position and assume overall control of response assets.

The contents of this plan are consistent with the structure of FEMA's Traditional Functional Format laid out in the Comprehensive Preparedness Guide v. 2.0 and the Agency for Health Care Administration's criteria for Comprehensive Emergency Management Plans for Assisted Living Facilities. Further the plan is reviewed and approved by Palm Beach County Emergency Management Office. As a result, this Plan and its concepts are integrated vertically within Palm Beach County.

[Community Name's] affiliated communities located in Orlando and Sarasota have also developed plans using this same format and criteria. The community plans are jointly reviewed in February. As such, this plan is horizontally compatible with our related communities.

**Information Collection, Analysis, and Dissemination**

This information will be available at the request of the Incident Commander or within the first operational period after activating the Emergency Operations Plan. It will be distributed to the Incident Management Team as appropriate position and activities indicates.

Information Needed	Source
Current census number	Business Office Manager
Situational Awareness Resources	Business Office Manager
Resident roster with Family Member/Guardian contact information	Business Office Manager
Staff call-down list	Director of Human Resources
External stakeholders telephone and email roster	Business Office Manager
Available units or beds, categorized by male/female occupancy	Resident Care Coordinator
Vendor supply list with contact names, phone numbers, and email, organized by supply type	Chief Financial Officer
Destination facilities contact name, phone number, and email	Business Office Manager
Staffing schedule for next 8 hours	Director of Human Resources
A roster with room assignments for higher risk residents dependent upon third party treatments	Resident Care Coordinator
A roster with room assignments for cognitively impaired residents	Resident Care Coordinator

## Communications

Upon Emergency Operations Plan activation, the Incident Commander will contact members of the Incident Management Team as the level of the incident suggests based on the Incident Commander's judgment. This initial contact will result in initial status updates, immediate actions required including immediate communication requirements, and the time of the next (or first) group meeting of members of the Incident Management Team. The Incident Commander will also communicate initial reports to the Regional Director as soon as feasible.

During operational periods, members of the Incident Management Team will communicate with each other through normal, daily mechanisms as they are available. Additionally, the IMT will meet in person during briefings scheduled by Incident Command to provide and receive status reports, to review and revise actions for the next operational period, and to communicate anticipated needs.

Elements of information that need to be exchanged with external stakeholders include resident conditions, physical plant integrity, anticipated unmet needs, accurate incident reports (such as flooding information, weather trajectory, etc.) evacuation decision making, supply inventories, and staffing resources.

External stakeholders include the county emergency management office (responsible for overall response actions throughout the community), the area office licensing/survey agency (responsible for compliance with minimum service standards), police (if there are immediate security threats related to criminal activity), resident family members and/or responsible parties, mutual aid agreement participants, and vendors, including transportation suppliers. As scheduled by the Incident Commander, community status reports will be made to Florida EMResource (the state emergency database for status updates).

Immediate and continuing messages will be prepared and shared at Incident Management Team briefings and disseminated to staff and residents.

Functional Annex #[list designation] *External Contact List and Responsibilities* is a chart of who is responsible for communicating with which external stakeholder, their contact phone numbers and emails as appropriate, and what information is expected to be exchanged. This Functional Annex chart also includes the secondary person in case the primary is unavailable.

Responsible parties of residents will be communicated with as outlined in Functional Annex [list designation] which is part of the Communication Plan. This includes elements of the emergency operations plan that may be shared with responsible parties as part of normal, sunny day operations.

A list of specific communication hardware is located in Functional Annex [list designation]. It includes landlines, certain cell phones, iPads, desktop computers, handheld radios, the community's FaceBook site, and the community's automated phone messaging system. The Director of Information Services and the Director of Environmental Services will take the lead on monitoring and reporting on the status of communication hardware, making recommendations for alternates or substitutions.

When authorized by the Incident Commander, [Community Name] will utilize an automated phone messaging system to receive incoming calls (when normal, routine reception is disrupted) and to disseminate key messaging (to family members).

### **Administration, Finance, and Logistics**

[Community Name] has existing accounts and procedures for purchasing that will be utilized during emergency operations. The Chief Financial Officer is responsible for managing financial resources and for following procedures for documenting expenses related to the incident and for timely and complete filing of insurance claims. [Community Name's] existing automated payroll system will be utilized during an incident to the extent possible depending upon overall community impact. [Community Name's] Regional Office will provide additional financial support as needed to meet the objectives stated in the emergency operation plan.

Functional Annex [list designation] provides the agreed upon daily rate of reimbursement to the destination community(ies) for each resident evacuated. This rate represents anticipated room and board. If the designation community provides additional staff to care for this community's resident's the agreed upon staffing rate within this Functional Annex will be applied.

Insurance policy requirements for documenting expenses (including photography) related to incidents are located in Functional Annex [list designation].

Residents may not have access to their own financial accounts when community banking services are disrupted and [Community Name] will attempt to assist in monitoring and communicating the status of resident banking services.

When the nature of the incident suggests extended disruption to access to funds, the Chief Financial Officer will obtain and securely maintain a pre-determined amount of cash following established procedures for petty cash management.

**Plan Development and Maintenance**

Department Managers are responsible for developing, exercising, and updating their sections of the plan in collaboration with the Executive Director who is responsible for overall planning and training.

The basic plan, functional annexes, and hazard-specific annexes are developed by a core planning team that will contribute within their area of expertise:

Overall Direction	Executive Director	Ringo Starr
Resident Services	Resident Services Director	Frankie Valli, LPN
Food and Nutrition	Director of Dining/Food Services	Chuck Berry
Environmental	Housekeeping Supervisor	Dinah Shore
Physical Plant/Security	Director of Environmental Services	Pat Boone
Information Services	Director of Information Services	Perry Como
Human Resources	Director of Human Resources	Tony Bennett
Admissions/Discharge	Admission Coordinator	Nat King Cole

As identified in the Situation Overview, [Community Name] is at risk of hurricanes and associated hazards. Hurricane season in the Atlantic begins June 1 and ends November 30.

Elements of information located at Authorities and References will be used in plan development with special attention given to the Agency for Health Care Administration’s *Emergency Management Planning Criteria for Assisted Living Communities* and specific guidance from the Palm Beach County Emergency Management Office.

As part of the annual plan review, the elements of information located at Information Collection, Analysis, and Dissemination will be updated and maintained in a state of readiness.



The Executive Director will initiate the annual emergency operations plan review:

January 15	EOP update meeting
February 1	Assignments completed
February 15	Updates compiled into revised plan version
March 1	Updated EOP is reviewed and edited by core planning team
March 15	Updated EOP is approved by core planning team
April 1	Updated EOP is submitted to Senior Regional Executive for review and approval
April 15	EOP is submitted to Palm Beach County Emergency Management Office
May 15	Updated EOP is promulgated and distributed
June 1	Operational changes to the updated EOP are incorporated into training content

At a minimum, each plan will include on each page:

- Version #
- Date of Approval
- File Name and Path

One physical copy of outdated EOPs will be stored in offsite archives for reference only. Other physical copies of the outdated plan will be discarded when the revised, updated plan is distributed.

The Executive Director is responsible for maintaining the electronic version of the emergency operations plan which will be included in offsite server backups as scheduled.

### Training Schedule

Plan Development and Maintenance includes the overall staff training intent. [Community Name's] training approach is to train staff on the common incident-neutral activities that usually come into play, regardless of the type of emergency event. For example, a few common incident-neutral responses that can drive staff training include:

- Need for modifying daily operations
- Evacuation decision-making
- Maintain residents' health, welfare, and safety

The emergency operations plan is the foundation for staff training and drills. [Community Name] utilizes 3 types of training: in-services, drills, and tabletop exercises.

#### I. In-service Training

##### a. Orientation

i. Within 30 days of employment, employees will receive in-service training in these emergency management areas:

1. Overall community goals and procedures
2. Chain of command
3. Evacuation (immediate and planned)
4. Their duties
5. Elopement Response

ii. Additionally, Department Heads and Managers or Supervisors will receive expanded training:

1. Overview of community's Emergency Operations Plan
2. Incident Management Team and Job Action Sheets
3. Understanding the Immediate Response
4. Leading their Team

##### b. Annual

i. Staff will receive annual training in general topics provided during orientation

#### II. Tabletop Exercise

a. Department Heads and Managers or Supervisors will participate in a tabletop exercise in how to conduct a planned evacuation: emphasis will be placed on aspects of communication, resident tracking, transporting residents, medication management, mutual aid agreements, and protecting resident records.

#### III. Drills

a. Drills will be conducted according to the following schedule:

March	Staff	Responding to Mock Elopement
June	Residents and Staff	Evacuation from community to point of safety outside of community
September	Staff	Responding to Mock Elopement
December	Residents and Staff	Evacuation from community to point of safety outside of community

## Authorities and Reference

The following resources were utilized in developing the [Community Name's] Emergency Operations Plan.

1. [Corporation Name] Emergency Response Plan 2014
2. Palm Beach County Comprehensive Emergency Management Plan  
<http://www.pbcgov.com/publicsafety/emergencymanagement/>
3. Section 429.41, Florida Statutes
4. Section 58A-5, Emergency Management, Florida Administrative Code
5. Section 408.821, Florida Statutes
6. Agency for Health Care Administration Emergency Management Planning Criteria for Assisted Living Communities, 10/95
7. American Health Care Association/National Center for Assisted Living Emergency Preparedness Resources [http://www.ahcancal.org/community\\_operations/disaster\\_planning/Pages/default.aspx](http://www.ahcancal.org/community_operations/disaster_planning/Pages/default.aspx)
8. Incident Preparedness Guides and Incident Response Guides, <http://cahfdisasterprep.com/NHICS/GuidebookTools.aspx#>
9. *NCAL Emergency Preparedness Guide for Assisted Living Communities*, National Center for Assisted Living
10. Federal Emergency Management Agency Comprehensive Preparedness Guide 101 vs. 2, *Developing and Maintaining Emergency Operations Plans*.
11. *Defining Emergency Operations Basic Plan Elements: Modified for Nursing Homes*, Florida Health Care Association, 2012
12. Dietary Disaster Plan, Becky Dorner & Associates, Inc.
13. Disaster and Emergency Manual for Assisted Living and Residential Care, Care and Compliance Group, Inc.
14. National Response Framework, U.S. Department of Homeland Security, May 2013  
[http://www.fema.gov/media-library-data/20130726-1914-25045-1246/final\\_national\\_response\\_framework\\_20130501.pdf](http://www.fema.gov/media-library-data/20130726-1914-25045-1246/final_national_response_framework_20130501.pdf)
15. Terms and acronyms: FEMA Incident Command System Resource Center  
<http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>
16. Florida Long Term Care Emergency Preparedness Portal [www.ltcprepare.org](http://www.ltcprepare.org)

## Functional Annexes

As indicated in the Table of Contents, the following supporting documents are included herein as part of [Community Name's] emergency operations plan to support implementation:

1. Initiating the Emergency Operations Plan
2. NHICS Form 201 Incident Briefing & Operational Log
3. Mobilizing Transportation for Evacuation
4. Making the Evacuation Decision
5. Evacuation Procedures
6. Resident Identification and Tracking during Evacuation
7. Resident Tracking for Incoming Evacuees
8. Communication Plan
  - a. Procedures for alerting residents and providing situation update
  - b. Procedures for notifying families of residents regarding evacuation
  - c. Contact List for External Stakeholders and Responsible Personnel
  - d. Resident Responsible Party Contacts
  - e. Communication Hardware and Systems available, including alternate methods
9. Incident Management Team Organizational Chart (part of the Incident Command System)
10. Job Action Sheets (part of the Incident Command System)
11. Vendor Contact List
12. Situational Analysis Resources
13. Mutual Aid Agreements
14. Generator Supervision Procedures
15. Food Service and Water Disaster Plan Policy and Procedure
16. Procedures for Returning to Community
17. Elopement Procedures
18. Maps to Destination Facilities
19. Staffing Assessment and Alternate Staffing/Supervision Procedure
20. Fire Safety Plan (approved by the local fire department)

### **Hazard-specific Annexes**

As indicated within the Situation Overview, the following hazards are identified for [Community Name]:

1. Loss of Power
2. Hurricane
3. Internal Flooding

Incident Response Guides for each hazard above is included in this annex.



## LOSS OF POWER: INCIDENT RESPONSE GUIDE

<b>Mission:</b> To safely manage the operations of the assisted living community during a power outage.	
<b>DIRECTIONS</b>	
	Read this entire response guide and review Incident Management Team Chart.
	Use this response guide as a checklist to ensure all tasks are addressed and completed.
<b>OBJECTIVES</b>	
	Maintain emergency power systems.
	Maintain resident care management and safety.
	If appropriate, evacuate residents to alternate location within community or to other facilities.
	Communicate situation to staff, residents, community officials, and regulatory agencies, and receive information.
<b>IMMEDIATE ACTIONS</b> (OPERATIONAL PERIOD 0-2 HOURS)	
	<b>COMMAND</b>
	<p>Activate the Nursing Home Emergency Operations Plan.            Notify local emergency management/emergency operations center/regulatory agencies of nursing home situation status. Communicate:</p> <ul style="list-style-type: none"> <li>○ Situation status /impact on community</li> <li>○ Resident transfer needs based on acuties/unit availability</li> </ul> <p>Communicate with utility company to obtain incident information and timelines for restoration of power            Inform staff, residents, and families of situation and measures to provide power and protect life.</p>
	<b>OPERATIONS</b>
	<p>Evaluate the emergency power supply and appropriate usage within the community.            Assess residents for risk and prioritize care and resources, as appropriate.            Ensure continuation of resident care and essential services.            Consider partial or complete evacuation, or relocation of residents and services within the community.            Maintain communications systems and other utilities, and activate back-up systems, as appropriate.            Investigate and provide recommendations for auxiliary power (battery-powered lights, etc.).            Implement business continuity plans and protection of records.</p>
	<b>PLANNING</b>
	<p>Gather and validate situational information and projected needs and impact.            Prepare for resident and personnel tracking in the event of evacuations.</p>
	<b>LOGISTICS</b>
	<p>Provide for water, food, and rest periods for staff.            Obtain supplies to maintain functioning of emergency generators (fuel, parts, etc.).            Obtain supplemental staffing, as needed.            Coordinate transportation for possible evacuation.            Validate and/or activate the back-up communications systems.</p>

## LOSS OF POWER: INCIDENT RESPONSE GUIDE

<b>INTERMEDIATE (OPERATIONAL PERIOD 2-12 HOURS)</b>	
	<p><b>COMMAND</b></p> <p>Continue to update external partners and authorities on the situation status.                      Continue with briefings and situation updates with staff, residents, and families.                      Continue to update local emergency operations center/regulatory agencies of situation status and critical issues, and request assistance, as needed.                      Continue to communicate with local utilities concerning incident details and duration estimates.                      Continue communications with area facilities regarding possible mutual transfers.</p>
	<p><b>OPERATIONS</b></p> <p>Continue evaluation of residents and resident care services.                      Determine if any equipment can be taken off emergency power to minimize load on generators.                      Continue evaluation and provision of emergency power.                      Continue provision of emergency power to critical areas.                      Ensure community security and restricted visitation (if imposed).                      Ensure provision of water and food to residents, visitors, and families.                      Continue to maintain other utilities.                      Monitor residents for adverse effects on health and psychological stress.</p>
	<p><b>PLANNING</b></p> <p>Continue resident, unit, and personnel tracking.                      Continue to gather and validate situational information.                      Ensure documentation of actions, decisions, and activities.</p>
	<p><b>LOGISTICS</b></p> <p>Contact vendors to schedule regular deliveries of fuel to maintain emergency power.                      Contact vendors on availability of supplies and fresh food.                      Continue to provide staff for resident care and evacuation.                      Monitor staff for adverse effects of health and psychological stress.                      Monitor, report, follow-up on, and document staff or resident injuries.                      Continue to provide transportation services for internal operations and evacuation.</p>
	<p><b>FINANCE/ADMINISTRATION</b></p> <p>Continue to track costs, expenditures, and lost revenue.                      Continue to facilitate contracting for emergency power and other services.</p>
<b>FUNCTIONAL ANNEXES TO SUPPORT ACTIONS</b>	
	Communications Plan
	Incident Management Team Organizational Chart and Job Action Sheets
	Situational Analysis Resources
	Vendor Contact List



## HURRICANE: INCIDENT RESPONSE GUIDE

**Mission:** To safely manage the operations of the community (including providing for the safety of residents, visitors, and staff) during a severe weather emergency such as a hurricane.

<b>DIRECTIONS</b>	
	Read this entire response guide and review Incident Management Team Chart.
	Use this response guide as a checklist to ensure all tasks are addressed and completed.
<b>OBJECTIVES</b>	
	Account for all residents, visitors, and staff.
	Minimize impact on community operations.
	Communicate situation to staff, residents, media, community officials, and regulatory agencies.
	Maintain resident care management and safety.
	Restore normal operations as soon as feasible.
<b>IMMEDIATE ACTIONS (OPERATIONAL PERIOD 0-2 HOURS)</b>	
	<b>COMMAND</b>
	<p>(Incident Commander):</p> <p>Activate the community Emergency Operations Plan.                      Activate Command Staff and Section Chiefs, as appropriate.                      Communicate with local emergency management and regulatory agencies regarding community situation status, critical issues, and resource requests.                      Communicate with local EMS, ambulance providers, and alternate transportation resources regarding the situation and possible need to evacuate or relocate residents.                      Communicate with other facilities to determine:</p> <ul style="list-style-type: none"> <li>○ Situation Status</li> <li>○ Surge Capacity</li> <li>○ Resident transfer/unit availability</li> <li>○ Ability to loan needed equipment, supplies, medications, personnel, etc.</li> </ul> <p>Monitor weather conditions, structural integrity, and community security.                      Inform staff, residents, and families of situation status and provide regular updates.</p> <p>(Safety Officer):</p> <p>Evaluate safety of residents, family, staff and community in terms of physical plant conditions; recommend protective and corrective actions to minimize hazards and risks.</p> <p><i><b>NOTE: Section duties and responsibilities remain the responsibility of the Incident Commander unless delegated.</b></i></p>

<b>HURRICANE: INCIDENT RESPONSE GUIDE</b>		Page 2 of 3
<b>IMMEDIATE ACTIONS</b> (OPERATIONAL PERIOD 0-2 HOURS)		
	<b>OPERATIONS</b>	
	<p>Assess residents for risk, and prioritize care and resources, as appropriate.                      Secure the community and implement limited visitation policy.                      Ensure continuation of resident care and essential services.                      Consider partial or complete evacuation of the community, or relocation of residents and services within the community.                      Maintain communications systems and other utilities and activate back-up systems, as appropriate.                      Designate an area(s) to accommodate resident/staff family members seeking shelter in severe weather within current capabilities and capacity. Work with Planning to develop instructions to staff regarding their family members that may be sheltered at the community during the emergency.                      Distribute appropriate equipment throughout the community (e.g., portable lights), as needed.</p>	
	<b>PLANNING</b>	
	<p>Gather and validate situational information and projected impact.                      Work with Operations to develop and distribute instructions to staff regarding their family members that may be sheltered at the community during the emergency.                      Initiate tracking system for residents and arriving community boarders and visitors who will remain in the community during the storm.</p>	
	<b>LOGISTICS</b>	
	<p>Maintain utilities and communications and activate alternate systems as needed.                      Obtain supplies, equipment, medications, food, and water to sustain operations.                      Obtain supplemental staffing, as needed.                      Prepare for transportation of evacuated residents, if activated.                      Provide for water, food, and rest periods for staff.</p>	

<b>HURRICANE: INCIDENT RESPONSE GUIDE</b>		Page 3 of 3
<b>INTERMEDIATE (OPERATIONAL PERIOD 2-12 HOURS)</b>		
	<b>COMMAND</b>	
	<p>(Incident Commander):</p> <ul style="list-style-type: none"> <li>Continue to update external partners, authorities, and regulatory agencies regarding situation status.</li> <li>Update and revise the Incident Action Plan and prepare for demobilization.</li> <li>Monitor community evacuation, if activated.</li> <li>Continue to monitor weather reports and conditions.</li> <li>Continue with briefings and situation updates with staff, residents, and families.</li> <li>Assist with notification of residents' families about situation and evacuation, if activated.</li> <li>Continue to communicate with local EOC and regulatory agencies regarding situation status and critical issues, and request assistance as needed.</li> <li>Continue communications with area facilities and coordinate resident transfers, if activated.</li> </ul>	
	<b>OPERATIONS</b>	
	<ul style="list-style-type: none"> <li>Continue evaluation of residents and maintain resident care.</li> <li>Prepare the staging area for resident transfer/evacuation, if implemented.</li> <li>Regularly perform community damage assessments and initiate appropriate repairs.</li> <li>Ensure the function of emergency generators and alternative power/light resources, if needed.</li> <li>Continue or implement resident evacuation.</li> <li>Ensure the transfer of residents' belongings, medications, and records upon evacuation.</li> <li>Ensure provision of water and food to residents, visitors, and families.</li> <li>Maintain community security and restricted visitation.</li> <li>Continue to maintain utilities and communications.</li> <li>Monitor residents for adverse effects of psychological stress on resident health.</li> </ul>	
	<b>PLANNING</b>	
	<ul style="list-style-type: none"> <li>Continue resident, unit, and personnel tracking.</li> <li>Continue to gather and validate situation information.</li> <li>Ensure documentation of actions, decisions, and activities.</li> </ul>	
	<b>LOGISTICS</b>	
	<ul style="list-style-type: none"> <li>Contact vendors on availability of needed supplies, equipment, medications, food, and water.</li> <li>Continue to provide staff for resident care and evacuation.</li> <li>Monitor staff for adverse effects of psychological stress on health.</li> <li>Monitor, report, follow-up on, and document staff or resident injuries.</li> <li>Continue to provide transportation services for internal operations and resident evacuation.</li> </ul>	
	<b>FINANCE/ADMINISTRATION</b>	
	<ul style="list-style-type: none"> <li>Continue to track costs and expenditures and lost revenue.</li> <li>Continue to facilitate contracting for emergency repairs and other services.</li> </ul>	
<b>FUNCTIONAL ANNEXES TO SUPPORT ACTIONS</b>		
	Communications Plan	
	Incident Management Team Organizational Chart and Job Action Sheets	
	Situational Analysis Resources	
	Vendor Contact List	



## INTERNAL FLOODING: INCIDENT RESPONSE GUIDE Page 1 of 3

### INCIDENT RESPONSE GUIDE

**Mission:** To safely manage the operations of the community during response to internal flooding and system restoration.

#### DIRECTIONS

Read this entire response guide and review Incident Management Team Chart.

Use this response guide as a checklist to ensure all tasks are addressed and completed.

#### OBJECTIVES

Prevent or minimize impact of community flooding.

Ensure safe resident care and medical management.

Communicate situation to staff, residents, media, community officials, and regulatory agencies.

Evacuate the community (partial or complete) as required.

#### IMMEDIATE ACTIONS (OPERATIONAL PERIOD 0-2 HOURS)

##### COMMAND

(Incident Commander):

Activate the community Emergency Operations.

Activate Command Staff and Section Chiefs, as appropriate.

Notify local emergency management and regulatory agencies of situation and immediate actions.

Communicate with other health care facilities to determine:

- Situation Status
- Surge Capacity
- Resident transfer/unit availability
- Ability to loan needed equipment, supplies, medications, personnel, etc.

Inform staff, residents, and families of situation and actions underway to prevent/limit flooding.

(Safety Officer):

Evaluate safety of residents, family, staff and community in terms of physical plant conditions; recommend protective and corrective actions to minimize hazards and risks.

*NOTE: Section duties and responsibilities remain the responsibility of the Incident Commander unless delegated.*

<b>INTERNAL FLOODING: INCIDENT RESPONSE GUIDE</b> Page 2 of 3	
<b>IMMEDIATE ACTIONS</b> (OPERATIONAL PERIOD 0-2 HOURS)	
<b>OPERATIONS</b>	<p>Ensure continuation of resident care and essential services.                      Consider partial or complete evacuation of the community or relocation of residents and services into safe areas of the community.                      Ensure the operations of alternate power supplies (i.e., back-up generators).                      Maintain communications systems; activate alternate/redundant communications systems as needed.                      Evaluate the flooded area(s) and identify safety issues.                      Institute measures to prevent flooding and protect community resources, as appropriate.                      Secure the community and limit access and egress.                      Implement business continuity planning and protection of resident records.                      Assess community damage and projected impact of rising flood waters on the community.</p>
<b>PLANNING</b>	<p>Gather and validate situational information and projected impact.                      Implement resident and staff tracking, as appropriate.</p>
<b>LOGISTICS</b>	<p>Maintain utilities and activate alternate systems as needed.                      Investigate and provide recommendations for auxiliary power (battery powered lights, etc.).                      Provide for water, food, and rest periods for staff.                      Obtain supplies to maintain function of emergency generators (fuel, parts, etc.).                      Obtain supplemental staffing, as needed.                      Prepare for transportation of evacuated residents, if applicable.                      Validate and/or activate the back-up communications systems.</p>

<b>INTERNAL FLOODING: INCIDENT RESPONSE GUIDE</b> Page 3 of 3	
<b>INTERMEDIATE</b> (OPERATIONAL PERIOD 2-12 HOURS)	
	<b>COMMAND</b>
	<p>Assist with messaging and notification of residents’ families about situation and evacuation, if activated.</p> <p>Notify local emergency management, emergency operations center, and regulatory agencies of situation status, critical needs, and plans for evacuation, if appropriate.</p>
	<b>OPERATIONS</b>
	<p>Continue essential resident care management.</p> <p>Initiate clean-up operations, as appropriate.</p> <p>Reassess need for, or prepare for, evacuation.</p> <p>Continue to maintain utilities.</p> <p>Provide mental health support to residents and families as needed.</p> <p>Continue to secure the community, including unsafe areas.</p> <p>Activate business continuity plans, including protection of records and possible relocation of business functions.</p> <p>Continue to evaluate community integrity and safety of flooded areas. Initiate clean-up, as appropriate.</p>
	<b>PLANNING</b>
	<p>Continue resident, unit, and personnel tracking.</p> <p>Continue to gather and validate situation information.</p> <p>Ensure documentation of actions, decisions, and activities.</p>
	<b>LOGISTICS</b>
	<p>Provide additional staffing and resources as required.</p>
	<b>FINANCE/ADMINISTRATION</b>
	<p>Track cost expenditures and estimate cost of community damage and lost revenue.</p> <p>Initiate documentation of any injuries or community damage.</p> <p>Facilitate the procurement of supplies, equipment, medications, and contracting for community clean up or repair.</p>
<b>FUNCTIONAL ANNEXES TO SUPPORT ACTIONS</b>	
	Communications Plan
	Incident Management Team Organizational Chart and Job Action Sheets
	Situational Analysis Resources
	Vendor Contact List

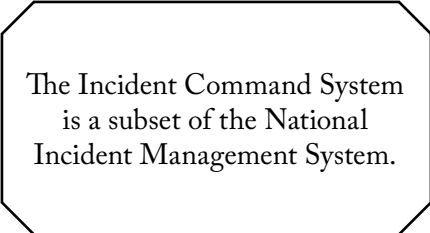




## Appendix G: The Incident Command System in Emergency Operations Planning

As its name suggests, the Incident Command System is a system that helps people take command during an incident. It does this by setting up a standard response and operations procedure that allows for training and planning on a sunny day. It also supports communication among people from different organizations during the chaos and stress of an occurring incident. It works because it's been universally adopted by local, state, and national emergency management authorities, hospitals, law enforcement, and firefighters.

It's convenient for adoption by private sector organizations, too: especially those that can expect to interact with local emergency management, hospitals, or law enforcement during an emergency. Because it's uniform and uses common principles around management and tasks, it's a consistent way to train staff – especially those staff members that will have key roles when the community's emergency plan is activated.



The Incident Command System is a subset of the National Incident Management System.

*NCAL's Emergency Preparedness Guide for Assisted Living Communities* is all about planning. The planning team will benefit by knowing when to use – or intersect with – the Incident Command System during the building of their Emergency Operations Plan.

There are 3 parts of the Incident Command System: 1) the Management Team; 2) the Job Action Sheets; and 3) the Supporting Forms.

1. The Incident Management Team is an organizational chart of positions – a visual guide of standard positions that will stand up when a community activates its plan.
2. The Job Action Sheets follow the organizational chart of positions and outline in a checklist format what each position will do when the emergency plan is activated.
3. Supporting Forms have been developed that are optional and can be used at different phases of an emergency response to document key decisions and activities.

**Connecting the Incident Command System to the  
NCAL Emergency Preparedness Guide for Assisted Living Communities**

NCAL Emergency Preparedness Guide Sections	The Incident Command System
Part I The Basics of Planning	
Community-based Scalability Logical Problem-solving All-hazards Approach Developing Assumptions	These principles support and reflect the Incident Command System.
Part II The Emergency Operations Plan	
Organization and Assignment of Responsibilities	Crosswalk staff positions with their Incident Management Team roles.
Part III The Planning Process	
Plan Development	During <i>Developing and Analyzing Courses of Action</i> , the planning team walks through actions that need to occur in order to achieve overall response goals. These courses of action can be shaped into customized Job Action Sheets and/or hazard-specific Incident Response Guides.
Plan Implementation and Maintenance	Each of the 3 parts of the Incident Command System can be used for training exercises: the Incident Management Team; the Job Action Sheets; Supporting Forms.
Part IV Appendices	
Functional Annexes	Can include Job Action Sheets, the Incident Management Team organization chart, as well as the Supporting Forms that the community plans to use during an incident.
Hazard-Specific Annexes	Can include Incident Response Guides that are specific to a community's own unique vulnerabilities. Incident Response Guides are tools that are often referenced by the Incident Command System.

### **Getting Started with the Incident Command System**

The best starting place for incorporating the Incident Command System is to get a basic understanding of the Incident Management Team and strategize first with key decision makers and lead staff on assigning and getting comfortable with those roles.

The U.S. Department of Health and Human Services has developed free independent study courses for the National Incident Management System through the Federal Emergency Management Agency.

FEMA's Independent Study Courses  
<http://training.fema.gov/IS/NIMS.aspx>

Recommended courses for assisted living communities include:

IS-100.b	Introduction to Incident Command System, ICS-100
IS-100.HCb	Introduction to the Incident Command System (ICS 100) for Healthcare/Hospitals
IS-200.HCa	Applying ICS to Healthcare Organizations

The American Health Care Association/National Center for Assisted Living's Emergency Preparedness Committee learned the principles of the National Incident Management System and developed the first National Nursing Home Incident Command System. Customized for nursing homes, individual assisted living communities will connect with the language and be able to shape the tools for their more independent – yet still vulnerable – population.

American Health Care Association/National Center for Assisted Living

[http://www.ahcancal.org/community\\_operations/disaster\\_planning/Pages/default.aspx](http://www.ahcancal.org/community_operations/disaster_planning/Pages/default.aspx)