

Continuity of Operations Plan (COOP)

Guide for Disaster Avoidance, Preparation and Recovery



Approved by EVHC Executive Committee

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Mission

The mission of the Eastern Virginia Healthcare Coalition is to foster a collaboration of healthcare organizations and providers, public health departments, and community partners working together to care for our community before, during and after an emergency.

Introduction

The primary purpose of the continuity of operations plan (COOP) is to enable the coalition to recover from a disaster as soon as possible so that it can continue its mission. In times of disaster, that mission might additionally include support and assistance to the various healthcare agencies, other public safety organizations and their personnel, and the general public, to help them recover from disaster. The exact form of assistance may vary depending on the disaster, but this plan identifies the essential steps the Coalition will take to support the healthcare community and others who will depend on that support.

Section 1. Authority, Assessment, Changes in Everyday Practices,

Delegation of Authority/Assignment of COOP Responsibilities

Authority

- The HPP Manager appoints the team.
- Team members are: HPP Manager, RHCC Manager, Long Term Care Coordinator, and the Education and Training Coordinator. All team members must be familiar with the information and procedures in this plan regardless of their assigned role.
- Functional grouping/duties of team members:
 - Admin/Management – HPP Manager, Long Term Care Coordinator
 - Duties: Facilitate communications among team members and oversee plan and plan tests. Damage assessment, and communicating with insurance company. Locate temporary office space and coordinate activity around setup. Coordinate activity between and among staff regarding client, customer, vendor and other party communications to ensure continuation of operations.
 - Systems/telecommunications recovery – RHCC Manager, Exercise and Training Coordinator
 - Duties: Conduct all activities around IT and telecom systems as well as data preservation, security and recovery. Test backup file restoration.
- General additional team duties:
 - Periodically reassess preparedness needs based on staff, experiential and best practices feedback.
 - Conduct at least one annual test of one aspect of the COOP.
 - Annually review and revise the COOP as needed.

Order of Executive Succession

During or after a disaster or any other event described herein, in the long-term absence or inability of the HPP Manager to perform executive functions, the following are authorized to act on behalf of the HPP Manager in the order of succession listed until his return or until the Executive Council names a replacement:

1. RHCC Manager
2. Long Term Care Coordinator
3. Exercise and Training Coordinator

The Executive Council may, at their discretion, modify this order of executive succession and may appoint a person other than those listed as acting HPP Manager.

The HPP Manager will develop and periodically update an emergency succession checklist.

Human Capital Management

Staff and visitor preparedness

- All staff will receive training in emergency preparedness. At a minimum:
 - All staff will review this COOP as part of initial employment briefing.
 - All staff will initially and periodically receive orientation by the TEMS Field Coordinator II on the location and use of the TEMS AED, first aid kit, fire extinguishers, emergency lighting, evacuation routes and assembly points.

- All staff will periodically discuss office security, locking procedures and other personal security techniques.

Employee Contact Information

- The team will utilize VHASS notification system to record employee contact information which can be accessed from any location with Internet access. Additional backup employee contact information will be maintained in the TEMS password-protected electronic bookkeeping system and in locked personnel files (the backup information accessible to the Bookkeeper, TEMS Director and coalition President).
- During emergencies or any situation which closes the office during regular office hours (examples include prolonged loss of power, localized flooding, etc.), the team will utilize POTS or VHASS to notify staff of the situation and anticipated resumption of operations. The POTS or VHASS system may also be used to notify staff of any other serious office situation or security issue.
- The team will utilize staff members' vaems.org email, plus any existing secondary email addresses, to supplement and augment emergency notification information.
- All staff members will use the Microsoft Outlook program to maintain personal work calendars, and shall "share" their calendars with other staff members. The HPP Manager will regularly review staff calendars and will be generally cognizant of the current location of each staff member.

Emergency Assembly Location

- In the event of emergency evacuation of the Coalition office, staff members and visitors will assemble in the far side of the parking lot opposite the building entrances with TEMS staff. Situations such as a fire alarm or known fire, security situation or any other emergency deemed to render the office unsafe shall prompt emergency evaluation.
- A team member or other responsible party will provide an "all clear" to those evacuated to return to the office, or to depart and return as indicated based on the circumstances causing the emergency evacuation.

Staff Preparedness

Employees of an organization whose mission is to plan and implement an efficient and effective regional healthcare delivery system and resilient healthcare system should likewise be prepared for emergencies and have a plan for personal and family preparedness.

In addition to the specific office-related procedures for mass illness, hurricanes and other unannounced disasters, employees should prepare themselves and families. One recommendation is for employees to pack a "go bag" and carry it in their vehicle most likely used for commuting to and from work. In the event of Coalition office evacuation, this bag would have several essential items. Another recommendation is for staff to heed the general message of the federal and state Ready program: make a basic emergency supply kit, make a family emergency plan and stay informed. The document "Ready Responder- Prepare, Plan, Stay Informed, Emergency Planning for First Responders and their Families is available on the Coalition's computer network in the COOP folder and also available online at www.ready.gov/responder. Finally, staff should fully charge laptop computers, cell phones, hot spots, power packs, etc. and keep them

“topped off” as long as power is available in advance of any predicted storm which cause power outages.

Continuity of Communications

Data protection, redundancy and recovery

The Coalition will take steps to preserve critical electronic files and equipment.

- Coalition policies require all staff to save all work-related electronic files on the TEMS network server.
- The TEMS network server will be configured to conduct continual backups stored both on site and off site. Backup files may be restored by IT support as needed. The EMS Field Coordinator should test backup file restoration every six months. It is important to save work periodically while work is in progress, and to save and close open files at the end of use or at the end of the workday so backups can be created. Desktops and laptops should be configured to automatically save to a default network file location and from there the staff member can select an appropriate program or topical folder.
- All desktop computers and servers will be protected by UPS to include surge suppression. All laptop computers and other significant electronic equipment will be protected by surge suppressors.
- All Coalition users will be assigned personal network passwords which should not be shared. Server enforced policy will automatically log off a user after 30 minutes of inactivity and will prompt user password changes at least twice each year. Passwords should be a mix of at least 8 upper and lower case alphanumeric characters and symbols. Network passwords should not be used for any other purpose.
- The main network server, related equipment and onsite backup hardware will be maintained in a non-public area accessible to the team and IT support technicians. All Coalition computers will have up-to-date antivirus software, firewalls and other processes to avoid malicious attacks as recommended by IT support.
- A listing of computer network hardware, software, telephone equipment, IT vendors, network mapping and settings are included in Appendix 1. A listing of HVAC, plumbing, electrical and general repair services is included in Appendix 2.
- The Coalition’s website and email service will be provided and maintained on servers protected with UPS, physical site security, resistance to high winds, nightly backups, and redundant Internet connectivity.
- The Coalition’s telephone system has an available call forwarding feature. This feature allows you to forward all incoming calls to a different phone number when your device is not accessible, such as in the event of a power outage, a cable cut to your building or water damage. Refer to information provided to all telephone users.
- A backup power generator fueled by natural gas is installed to provide uninterrupted power to Coalition Suite 201 as well as to the server utility room in Suite 103. The generator is tested and maintained by HPP staff. The generator is configured to automatically start and transfer power. Once generator backup power has started, the server and all related equipment in the server utility room will continue to operate meaning all users on both floors should retain server connections and all telephones (which use power over Ethernet) will continue to function.

- Two-way radios (area-wide hospital and amateur radio), if needed for disaster coordination, are maintained by the HPP program manager or designee in the Coalition's main office Suite 201.

Vital Records Management

Document Preservation

In addition to electronic files addressed in the previous section, the Coalition will identify and take precautions to preserve critical paper documents.

Essential Business Functions

Risk Management, Insurance and Liability

- The Coalition is covered by TEMS general business insurance coverage (includes fire, theft and general liability) for all assets, staff and visitors. The level of fire and theft coverage may be revised and adjusted annually if needed based on replacement costs of the building, furnishings and equipment assets.
- The Coalition is covered by the TEMS general risk management policy (umbrella liability coverage) available through the Commonwealth of Virginia (VA Risk2) to provide staff, board and volunteer coverage.
- The Coalition is covered through TEMS for the required workers compensation insurance to cover employees for job-related injuries and illness, and will maintain accidental injury coverage for volunteers who are performing tasks for the Coalition.
- Through TEMS, the Coalition will maintain employee theft insurance.
- Through TEMS, the Coalition will maintain accidental injury insurance for volunteers traveling to and participating in Coalition-sponsored activities.
- Through TEMS, the Coalition will indemnify the Board of Directors and will maintain Directors and Officers liability (or equivalent) insurance.
- Staff will monitor general conditions of furnishings, carpets, and other aspects of the Coalition office and correct or report to building management any situation which might cause a hazard.
- Additional insurance information is included in the TEMS administrative policies notebook (See Fiscal Management Policies and Office Management Policies). Insurance policies are maintained within the general Coalition filing system. The current insurance broker is Towne Insurance (contact is Billy King, aking@towneinsurance.com, 757-468-6100), with coverages provided by:
 - Hanover Group (General Business Policy and Workers Compensation),
 - Allmerica Financial Benefit Co (vehicle coverage)
 - Commonwealth of Virginia Division of Risk Management (VA Risk 2 umbrella, D&O and volunteer liability coverage),
 - Hartford Life and Accident Insurance Co (volunteer accidental injury coverage), and
 - Healthcare Providers Service Organization (Eastern Shore EMS course student blanket professional liability coverage).

Event cancellation or postponements – Since office closure due to impending hurricane or unannounced disaster can disrupt planned meetings, courses or other activities involving visitors

to the office, the plan includes notification of closure, cancellation or postponement to expected visitors. Anticipated attendee information should be collected in advance of meetings, courses or other activities in the office (see previous section). Program support staff and/or meeting and course coordinators should be prepared to rapidly communicate closing or other event change information to anticipated attendees by email and/or by telephone as time and abilities allow. Appropriate signs should also be prepared and posted on Coalition office/classroom doors related to cancellations and closings by program support staff. In addition, staff should use the Coalition's website, Facebook page, listserv, committee email lists and any other means of communications to notify committee members and others of event cancellations, changes or office closings.

Plan Review and Testing

This plan will be reviewed and one component of the COOP will be tested annually.

Section 2. Hazard Specific Guidance and Planning Scenarios

Predesignated assembly location for office evacuation

In the event of emergency evacuation of the Coalition office, staff members and visitors will assemble in the far side of the parking lot opposite the building entrances with TEMS staff.

Loss of services due to reduction of workforce/mass illness

The primary objective related to mass illness such as the pandemic flu will be to help prevent the spread of the disease, to maintain essential office operations as much as possible and to take action to help restore normal office operations as soon as possible. National predictions for an event like pandemic flu call for a slowly evolving event that could remove as much as 60% of the workforce for several weeks.

To help minimize disease spread, staff members are advised to take personal actions such as staying home when sick, frequent hand washing or use of hand sanitizers, distancing from others with disease, and other actions consistent with recommendations provided by public health directors. To assist with recommendations related to social distancing, the Coalition will support electronic meetings, teleconferencing, etc. of committee meetings and other networking necessary to continue Coalition activities. The coalition will maintain a subscription to “GoToMeeting” or equivalent online meeting/webinar program along with a conference call telephone number.

Loss of Access and/or Loss of Facility

Hurricanes: The hazard –The Coalition office is subject to the threat of wind damage to windows and roof structures with resulting water and wind damage. In addition, the office location may be subject to temporary urban street flooding from high intensity rain storms. It is anticipated that nearby roadways/highways would be cleared of hurricane generated debris in the short term. Local street access around the office could be blocked by downed trees, other vegetation/debris or power/light poles and lines.

Hurricanes: The plan of action – Staff will monitor prevailing weather conditions and predictions. In the event of anticipated landfall in the Hampton Roads region of a category two hurricane or stronger, the following plan will be implemented. It is anticipated that part time staff members who are employed elsewhere in a public safety capacity will be recalled to their primary work organization. The following preparations may fall to smaller core of full time staff members.

Approximately two days prior to landfall:

- a. Employee contact lists should be reviewed, verified and redistributed (see Employee Contact Information in previous section).

- b. Remind staff to ensure all work-related files are copied to the network server. Ensure backup of server data and offsite storage of one full backup (see Data protection, redundancy and recovery in previous section).
- c. Shut down and unplug all electrical appliances (discard all perishables and empty ice in refrigerators and ice makers) and electronic equipment.
- d. Group electronic equipment together in each work space off the floor and as far away from windows as possible, ideally in an interior space without windows. Cover with plastic and tape. The office will maintain sufficient amounts of roll plastic sheeting and duct tape to accomplish this task. Any electronic equipment which cannot be moved (i.e. secured or bolted down) will be covered with plastic sheeting and taped securely (if power is left on, allow for proper ventilation). Plastic sheeting and tape will be stored in the TEMS office in the Utility (server) room.
- e. Use plastic and duct tape to wrap, as completely as possible, all file cabinets.
- f. As time and materials permit, cover and tape all bookcases and other storage units, desks and upholstered furniture.
- g. Remove all objects from windowsills.
- h. Close and lock all exterior/entrance doors and windows. Close all interior doors.
- i. Go home and make personal preparations. The office will be considered closed at this point.

The MIR3 system or telephone tree will be used by the TEMS office to announce office reopening and messages will be updated on the Coalition's websites, Facebook pages, Twitter accounts and via the main listserv. In the event of internet and telephone communications failure, staff will use best judgment to return to the office when it is safe and accessible to do so.

In the event of major facility damages that preclude restart of office operations, see next section on recovery, either short term or long term relocation.

Power Outage

In case of a *brief* power outage, no action should be needed in that all computers and telephone systems are connected to UPS battery systems and are protected from power surges with surge suppressors. In the event of an outage of more than a few minutes, desktop users should save computer files and initiate computer shut-downs (laptop users can continue based on available battery power). In the event of a prolonged power outage, staff should consider the need for and empty refrigerators and remove ice from refrigerators and ice makers if needed. A natural gas backup generator will provide power to Suite 201 and to the server and related equipment in Suite 103 server/utility room. See previous section: *Continuity of Communications, Data protection, redundancy and recovery.*

Loss of Services Due to Equipment or System Failure/Other Unannounced Disasters

A loss of information technology equipment or system, or loss of other critical equipment or system may prompt need for COOP activation.

In general, this plan helps ensure that regardless of the disaster, the coalition is prepared to restart operations by restoring data, short or long term relocation, or other actions to get back in business as soon as possible. An unannounced disaster such as a fire might prompt immediate evacuation, then a return after an “all clear”. Significant fire damage might prompt temporary or permanent office relocation depending on the severity of damage. A tornado may not prompt an immediate evacuation, but resulting damage might cause the need for office relocation. In all cases of unannounced disaster, the most immediate plan calls for life safety—taking action to ensure the safety of staff and visitors to the office. Following the disaster, the team will assess the need for follow up actions and advise remaining staff.

Section 3. Recovery/Reconstruction after an Emergency

Continuity Of Facilities

Planning for predesignated short term office relocation – The TEMS business owners insurance will provide for funds to support relocating the office to a temporary location pending repairs or replacement of assets to enable return to and operation within the original office location. Current vendor contact information, computer network information, telephone information and re-use of existing undamaged equipment will be used by the team to recreate a reliable office infrastructure. (See Appendix 1 – Computer network documentation and Appendix 2, Contractor Lists)

Work from home alternatives – Once reestablished, the Coalition’s computer network will support remote/offsite access to network files. Cloud-based email (Office 365 for vaems.org users) will allow for remote email access at any time. Depending on the anticipated need and duration for office relocation, a temporary “work from home” alternative will be considered. As noted previously, that any of the coalition’s IP telephones can be forwarded to another number or a user’s IP telephone (if available and undamaged) can be plugged into any available internet port (that supports power over Ethernet, or with an external a/c adaptor) and will function just as if it were in the office.

E-meeting alternatives – Temporary relocation, mass illness or other factors may prompt the need to conduct Coalition business of committee meetings or other networking by electronic means. The Coalition maintains a conference calling capability with a third party vendor which supports audio and also a remote meeting program (GoToMeeting) that supports web conferencing. The web conferencing includes document sharing for large groups or document sharing and videoconferencing for small groups. Moodle, can also be configured to support group work and document sharing. Skype for Business supports audio, document and video conferencing for vaems.org users.

Recovery/Reconstruction

Returning to Office - Upon return, the team will access, document and photograph damages if any, report damages to the TEMS Office Manager, attempt to reestablish the office infrastructure (telephone, computers, other electronics, power, HVAC, etc), and will call for water/moisture removal, repairs, etc. if directed by TEMS Office Manager.

Reestablish/purchase office equipment, internet service, telephone service – A comprehensive list of current vendors, service providers, IP assignments, office equipment, etc. will be maintained to assist in reestablishment or purchase or replacement office electronics and other equipment. (See Appendices 1 and 2 – Computer network documentation and Contract lists)

Reestablish mail delivery – TEMS will notify the United State Postal Service (USPS), FedEx and UPS of any changes in short or long term office relocation.

Reestablish financial management – A priority in reestablishing office operations, and supporting others, will be continuation of accounts payable, payroll and accounts receivable. Redundant financial records are maintained on the TEMS Server with paper back-up in the Coalition office as well as at the VHHA office in Richmond.

Office administrative staff, a contracted bookkeeper (currently provided through an agreement with Jones CPA Group) and support staff back each other up in the knowledge of the TEMS bookkeeping program. Payroll is handled via direct deposit to staff member's banks. The bookkeeper has primary responsibility for bookkeeping and TEMS has responsibility for restoring the bookkeeper's computer, QuickBooks software and TEMS financial data.

Support to EMS community - Emergency protocols. Mass illness or other disaster might require short or long term changes to EMS medical protocol related to triage, treatment and/or transportation of patients. The Coalition will support committee meetings and other networking necessary to facilitate such decision-making. This facilitation may need to accommodate social distancing.

Devolution of Control and Direction

Planning long term office relocation – Consideration for long term or permanent office relocation would be driven by catastrophic damage to the existing structure and resulting decisions to rebuild or not, and their timetable. The HPP Manager or designee would explore these issues with the TEMS Director, the TEMS insurance company and in consultation with VHHA would undertake the process of identifying suitable office space for long term or permanent relocation.

Transferring operations to another party – Catastrophic regional damage or other significant disaster causing complete disruption of Coalition operations and/or dislocation of staff may indicate need to temporarily or permanently transfer Coalition operations to another entity (such as another Virginia regional coalition). The HPP Manager or designee, in consultation with the VHHA as possible, would explore this issue with the other Virginia regional healthcare coalitions, identify a receiving entity and facilitate the transfer.

Appendices

1. Computer network documentation (Redacted)
2. HVAC, Electrical, Plumbing and General Contractor List
3. Automatic standby generator information
4. Websites and social media account access information (Redacted)

Appendix 1

Computer network documentation (Redacted)

This appendix is redacted for security reasons.

All computer equipment, including desktops, laptops, servers, modems, switches, routers, UPS/Power Sources, drops, wireless and wired IP and SMTP information is contained within this appendix

Appendix 2

Contractors List for Building Repair and Maintenance

HVAC-

Advantage Heating & Cooling (current annual maintenance contract)

5253- A Challedon Drive
Virginia Beach, VA 23462-6318
(757)499-9735 Office
(757)499-9734 Fax
www.advantageheating.net

Affordable Energy Solutions

2280 Souverain Lane
Virginia Beach, VA 23454
Phone: (757)403-4518
Emergency: (757) 618-6352
E-mail: Ductworksems@gmail.com

All Conyers Service

Heating and Air Conditioning
313 W. Chickasaw Road
Virginia Beach, VA 23462
(757)456-9002 Office
(757)742-0395- Cell
Acshotrld@yahoo.com

Edge Mechanical

Heating * Ventilation* Air Conditioning*
refrigeration
2429 Bowland Parkway, Suite 115
Virginia Beach, VA 23454
(757)228-3540 Office
(757)228-3208 Fax

G&M Mechanical, Inc.

3713 Forest Glen Road
Virginia Beach, VA 23452
(757)695-2814 Office
(757) 962-6756 Fax
grandservice@aol.com
www.mygmmechanical.com

Plumbing-

East Coast Plumbing & Heating Inc.

3322 Virginia Beach Blvd #5
Virginia Beach, VA 23452
(757)467-6896

Atomic Plumbing

1377 London Bridge Road
Virginia Beach, VA 23453
(757) 464-2934
www.atomicplumbing.com/

A1 American

1620 Centerville Turnpike, Suite 113
Chesapeake, VA
(757) 425-2400
<http://www.a-1american.com/>

Electrical-

Johnson Electrical Company

2483 Herring Ditch Road
Chesapeake, VA 23323
(757)487-8420

Conyers Electrical Service

2148 Kingsley Lane,
Chesapeake, VA 23323
757-714-0014
<http://www.conyerelectricalservice.net/>

Snow and Debris Removal

Coopers Creek Land and Lawn

503 McKenzie Court
Chesapeake, VA 23320
(757) 621-5094

Newell Lawn Service, LLC

600 Fryar Pl
Chesapeake, VA 23322
(757) 379-2299

Green Top Lawn, LLC

1230 Y Str.
Norfolk, VA 23504
(804) 977-4605

General Contractors

Target Group General Contracting

(757) 435- 7543
Chesapeake, VA
<http://targetgroupva.com/>

Quality Built Exteriors

929 Ventures Way #111,
Chesapeake, VA 23320
Phone:[\(757\) 389-5519](tel:(757)389-5519)
www.qualitybuiltexteriors.com

Appendix 3

Generac® Automatic Standby Generator

A natural gas-powered generator is located in the back yard behind the shed in the left corner. It provides backup power for all of Suite 201 and one outlet in the Suite 104 Utility Room which powers the computer network equipment.

In order to manually test and/or start the generator you need keys to open the generator cabinet. There are two keys to the generator cabinet. One is with the HPP Program Manager and the second one is in the main key box.

The EVHC staff will check the oil in the generator monthly and will perform a Generator test the second Tuesday of each month.

The System will automatically test itself every Tuesday at 1400 hrs.

For step by step maintenance, troubleshooting and emergency repairs refer to the Operation and Owner's Manuals located in the 6.300 folder in the main file cabinet.

Appendix 4

Websites and Social Media Account Access Information

This appendix is redacted for security reasons.

All account information (user name, password, web address) for EVHC website and social media accounts is maintained in this appendix.