

# Instructions for Developing a Private Agency Continuity of Operations Plan (COOP)

**DDS’s COOP pandemic flu mission is to provide critical services to DDS consumers and safeguard their health and welfare. We will also provide relevant public health and emergency response information to staff of public and private sector programs, our clients and their families.**

The purpose of preparing a COOP is to ensure that an agency maintains services to individuals with developmental disabilities during a Pandemic Flu outbreak. The COOP will help agencies identify the critical services necessary to continue direct care supports, identify and implement strategies to continue providing these critical functions, identify the resource requirements, identify the succession strategies when an agency reaches its critical mass and can no longer ensure the safety of the consumers and maintain a line of communication between the agency and DDS.

## Components of a COOP

- 1. Build your Emergency Team** - This would generally consist of the senior managers at all agency locations who have the responsibility for client and or administrative functions. The plan should identify individual staff that would be able to take control if a manager becomes ill or incapacitated.

### Emergency Management Team

AGENCY: \_\_\_\_\_

EMT Position	Name	Contact Information (email / phone)
<b>Agency Head</b>		
<b>Successor #1</b>		
Successor #2		
<b>Financial Officer</b>		
Successor #1		
<b>Residential Leader</b>		
Successor #1		
<b>Day Program Leader</b>		
Successor #1		
<b>Communication Leader</b>		
Successor #1		
<b>Medical Leader</b>		
Successor #1		

**2. Identify Your Agency’s Critical Functions-** Critical functions are defined as those services necessary to maintain the health and well being of DDS consumers. These would include but are not limited to housing, direct care supports, transportation, medical care and administration.

**3. Prioritize Your Agency’s Critical functions-** Assigning priorities for each location.

- **Priority One-Uninterruptible Services-** Activities must be continued without disruption
- **Priority Two – Critical Services-** Activities that can tolerate only a brief disruption before serious consequences will result
- **Priority Three – Ongoing Services-** Activities that can tolerate a temporary period of disruption before serious consequences will result
- **Priority Four – Periodic Services-** Activities that can tolerate a sustained period of disruption before serious consequences will result
- **Priority Five – Occasional Services-** Activities that can tolerate a long-term period of disruption before serious consequences will result

Critical Function Identification Worksheet							
Agency Name:	Sample Health Care Agency						
Location	Division/ Section	Service/ Function	Process	Priority	Ranking	Normal Staffing	Critical Mass Staffing
XYZ Group Home	Residential	Direct Care	1 <sup>st</sup> Shift	1	1	3	1
XYZ Group Home	Residential	Direct Care	2 <sup>nd</sup> Shift	1	2	3	2
XYZ Group Home	Residential	Direct Care	3 <sup>rd</sup> Shift	1	3	2	1
XYZ Group Home	Residential	Medical Care	Orders Medications	1	4	1	1
XYZ Group Home	Residential	Medical Care	Nursing Support	1	5	1	.5
XYZ Group Home	Residential	Medical Care	OT,PT Dietary	3	6	1	1
XYZ Group Home	Residential	Medical Care	Psychology/psychiatry	3	7	1	1
XYZ Group Home	Residential	Support Services	Food and House supply	1	8	1	1
XYZ Group Home	Residential	Support Services	Case Management	4	9	1	1
Main Office	Administrative	Business	Payroll	2	10	2	1

**4. Develop Contingency Strategies for Critical Functions** – If an Influenza Pandemic does break out, the agency needs to be prepared to provide the identified critical functions using different planning assumptions. As part of the planning process, the agency will need to identify when it has reached a critical mass in terms of a lack of available staff and will no longer be able to provide services. At a minimum, use the following assumptions. The agency may have other assumptions it will need to plan for due to their own circumstances.

1. Staff levels may be significantly impacted due to high levels of illness – prepare for 10%, 20%, 30%, 40% or more loss of normal staff
2. Remaining workers may be psychologically affected by disease, economic concerns, or fear and require employee assistance
3. Staff may be reduced by the need for some workers to attend to family illness or children remaining home due to school closures
4. Human resource reductions may be temporary or may be long term depending on the severity of the influenza strain
5. Staff may be lost forever due to significant mortality associated with the disease
6. These staffing factors may affect suppliers, subcontractors and other business partners, rendering them unable to meet commitments
7. Governor’s declaration of a State-wide Health Crisis closes all public congregate type settings (schools, day programs, colleges)
8. Group homes may be quarantined to prevent the spread of the flu.

## **5. Identify Strategies to Maintain Critical Functions-** The

Strategy should be a high level description of “what” will be done to enable you to continue the Service or Function at required levels during an influenza pandemic based on each assumption.

### **EXAMPLES:**

- We will relocate staff from one location to another, as needed
- We will ask staff to work above their normal job class, as needed
- We will operate on an extended shift basis, as needed
- Stockpile critical supplies
- Diversify supply base
- Our unions will support our efforts to sustain our mission critical functions and services
  
- We will suspend the operation of low priority functions, as needed
  
- Work at home
- Backfill using Agency staff
- Backfill using staff from other Agencies
- Backfill using retirees
- Backfill by hiring temporary staff
- Backfill by hiring new staff
- Partner with another agency
- Suspend Operation
- For social distancing, optional travel will be suspended and meetings will be held via conference calls
  
- Other

**6. Identify Implementation Steps-** The goal of the COOP is to initiate advance planning in case an Influenza Pandemic does occur. Once the critical functions have been identified and specific strategies to maintain these services have been developed, the agency should determine the steps necessary to ensure the successful implementation of each strategy.

### **EXAMPLE: For the Strategy to “Work at Home”**

- Identify staff members to work from home
- Get specific address / installation information
- Contact IT department or subcontractor to arrange “at home” technology
- Seek funding for “at home” technology installation
- Contract for “at home” technology
- Set-up “at home” validation tests for all identified employees

## Strategy to Maintain Critical Functions Worksheet

<b>Location: XYZ Group Home</b>	<b>Division / Section: Residential</b>
<b>Assumption: 30% loss of staff</b>	<b>Manager in Charge:</b>

Priority Rank	Function / Service	Strategy	Implementation Steps	Resource Requirements
1	First Shift	Backfill using staff from other Agencies	Develop agreements with other agencies	Consider pay rate of other agency, increased payroll costs, subcontracting versus hiring staff
1	Second Shift	Backfill using staff from other Agencies	Develop agreements with other agencies	Consider pay rate of other agency, increased payroll costs, subcontracting versus hiring staff
1	Third Shift	Reduce staffing to 1 sleep staff	Assess client care and independence to determine if staffing levels can be reduced	Cost of installing safety alarms or other monitoring equipment
2	Food Shopping	Contract with Food Suppliers to deliver food to home	Procure Food Supplier contracts for emergency deliveries	Cost difference of shopping at store versus home delivery

7. **Succession Plan** - DDS's COOP pandemic flu mission is to provide critical services to DDS individuals and safeguard their health and welfare. The agency will need to develop a contingency plan if there is insufficient staff available to provide the identified critical functions. This may include partnering with another agency for administrative type functions, merging with another organization that has reached its critical mass, or identifying an organization that has agreed to take over the agency in an emergency. Since DDS will be handling all emergencies caused by the Pandemic Flu on a statewide basis, the agency should only consider DDS as an option of last resort and when all other strategies have been exhausted.

## 8. Develop Status Reporting and Communication

**Protocols** - Agencies must develop a way to communicate with their staff and DDS. A high-level management staff person should be identified to coordinate the gathering and dissemination of information.

1. Who will be “in charge” if the state has a statewide health crisis?
2. Who will be coordinating the execution of the COOP?
3. What will the coordinator want to know from each location?
4. What help can the agency expect in a crisis?
5. What help will the agency be expected to provide?
6. What technologies will support communication?
7. What if an Agency has a need for additional premises security?
8. How should individual staff contact the agency if they want ‘at home’ access?
9. How can employees be granted “fast path” security authorization if regular authorized staff are not available?

The agency should be prepared to communicate to DDS the following information on a daily basis:

1. Update on the health status of the consumers.
2. Update on the health status of the staff.
3. Any programmatic changes made over the last 24 hours. Individual consumers cannot be moved from one location to another without approval from DDS. All moves must be made in accordance with any and all directives from the CDC, Public Health and DDS.
4. Any administrative changes made over the last 24 hours.
5. What is the current occupancy of all the group homes?
6. What is the current occupancy of all the day programs?
7. Do all the homes have sufficient food and personal care supplies?
8. Are all medication orders up to date with an adequate supply on hand?
9. Are there any maintenance issues in the homes that may require outside contractors?
10. Are there any security issues at the home or the day program?
11. Other questions to be determined.







## **Helpful Websites for information on Pandemic Flu and Business Preparedness Planning:**

- Governor's Fluwatch Site <http://www.ct.gov/ctfluwatch/site/default.asp>
- CT Department of Public Health Site <http://www.dph.state.ct.us/BCH/flu/pubflu.html>
- CDC Site <http://www.pandemicflu.gov/plan/tab4.html/>
- FEMA Pandemic Influenza Guide  
<http://www.pandemicflu.gov/plan/pdf/CIKRpandemicInfluenzaGuide.pdf>
- FEMA Planning Guide <http://www.fema.gov/business/guide/toc.shtm>
- Checklist for Business Preparedness  
<http://www.pandemicflu.gov/plan/businesschecklist.html>
- Checklist for Residential and Long Term Care Facilities  
<http://pandemicflu.gov/plan/healthcare/longtermcarechecklist.html>
- Planning Guide for Individuals and Families  
<http://pandemicflu.gov/plan/individual/familyguide.html>
- Red Cross Business Preparedness  
[http://www.redcross.org/services/prepare/0,1082,0\\_64\\_,00.html](http://www.redcross.org/services/prepare/0,1082,0_64_,00.html)