



# Bomb Threat Appendix Development Toolkit

For Health Care Facilities in Colorado

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

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## INTRODUCTION

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

## DEFINING A HAZARD-SPECIFIC APPENDIX

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

## CONTENT

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

## INSTRUCTIONS

1. Assemble the Comprehensive Planning Team (CPT) and distribute this toolkit to each member for review.
2. Collect the following information:
  - The facility's **Hazard Analysis Toolkit** or comparative document.
  - The facility's **Basic Plan** document (see the **Basic Plan Toolkit** online for more help) and the **Functional Annexes** (also available online).
  - A copy of the facility's floor plan, and any maps, diagrams, instructions or expert personnel related to this Appendix.
  - Any other materials deemed relevant by the CPT.





3. Read the entire toolkit and use the information collected here to develop a **Bomb Threat Appendix** for the facility's **EOP**.
4. Work each section in the toolkit in order. As with the other toolkits, each section of the plan draws on the previous section for clarification and focus.
5. Complete the **entire** toolkit!
6. Stop to check work often with facility, local, state and federal guidelines. The checkmark in the margins will help identify good stopping points.
7. Remember:
  - Most of the *Italicized text* is drawn directly from *CPG 101*, *CPG 301*, or *SLG 101*.
  - **[Bolted, bracketed text]** indicates sample text suitable for use in a facility's Appendix.
  - Be sure to address all of the suggestions under each section before moving on.

## DEVELOPING THE APPENDIX

### Section One: Purpose, Scope, Situations, and Assumptions

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

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

#### 1. Purpose

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

[The purpose of this Appendix is to save or protect the life and well being of residents of this facility before and after a bomb threat by notifying authorities as soon as possible and taking protective actions to insure the safety of the residents either by evacuating them, moving them to a designated safe area of the facility, or following the directions of local authorities.]

#### 2. Scope



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

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

### **3. Situation Overview**

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

**[When the facility receives a bomb threat via telephone, the person receiving the call will follow the Bomb Threat protocol kept by the phone (best practice). When such events occur, the facility administrator or designated authority will activate the Bomb Threat Appendix as well as other relevant sections of the facility's EOP (the Evacuation Annex, for instance), which will include the public information section as needed, and will remain active until the facility is out of danger, and all residents and staff are safe. Steps taken to mitigate the loss of residents could include moving residents into a designated safe area, or evacuating to a safe area outside of the facility for the duration of the search by local authorities. This Appendix may be triggered by a terrorist threat as well, and although the facility will respond to insure the safety of residents and staff, it is possible that the event will overwhelm the facility and other agencies or authorities will direct activities.]**

### **4. Capability Assessment**



This section discusses the facility's ability to protect itself from Bomb Threats in two ways. The first way is the physical security of the facility. Physical security provides for the protection of property, personnel, facilities, and material against unauthorized entry, trespass, damage, sabotage, or other illegal or criminal acts. The physical security plan deals with prevention and control of access to the building. In most instances, some form of physical security may be already in existence, although not necessarily intended to prevent a bomb attack. The second way is a plan for a Bomb Threat Incident. The bomb incident plan provides detailed procedures to be implemented when a bombing attack is executed or threatened.

It is critical that staff be able to move residents quickly. This is the place to include the assessment of the facility's security capabilities and note any Mutual Aid Agreements (MAAs) the facility has in place to procure additional resources for protecting and evacuating residents. Other important points to discuss may include but should not be limited to:

- Note how many employees are available at a given time
- Include aid agreements for additional assistance during an event
- Identify what resources or equipment are available to move residents, or protect them
- Pre-identify which residents require more attention, or are apt to wander or not follow emergency directions
- Have a facility information sheet on hand
- List when the event will change focus, broaden, cease
- Note what precautions have been taken to secure the facility
- Make sure the Bomb Threat sheet is by all phones, and that staff are trained to keep the caller on the line for as long as possible
- Train staff to remember that bombs today can look like anything; the only common denominator is that they will explode
- If the community is under attack, or there is reason to suspect a terrorist event, call authorities immediately. The facility may want to trigger the Terrorism Appendix

## 5. Mitigation Overview

Provide the steps the facility takes to prevent or mitigate the dangers of a bomb threat to this facility, moving residents quickly to the designated safe area should authorities recommend evacuation. Think creatively and address the variety of ways a facility keeps residents and staff safe in the building. These include life-safety measures, training and exercise, building construction types, and temporary preventative measures. Specific things to consider, but which are also 'best practice' suggestions, follow:

- Specific security precautions taken by the facility, or an explanation as to how this facility interfaces with local responders and the community during a bomb threat. See references section for help. Talk with local emergency manager
- Personnel training in safety procedures, receiving delivered packages, and phone protocol
- The addition of fencing and lighting on the grounds; by controlling access, the vulnerability of a facility to a bomb attack can be reduced significantly
- Proper security of the facility, grounds, locks, fences, etc.
- Construction considerations of the building that may make it vulnerable



- Bombs being delivered by car or left in a car are a grave reality. Parking should be restricted, if possible, to 300 feet from your building or any building in a complex. If restricted parking is not feasible, properly identified employee vehicles should be parked closest to your facility and visitor vehicles parked at a distance
- Controls should be established for positively identifying personnel who are authorized access to critical areas and for denying access to unauthorized personnel. These controls should extend to the inspection of all packages and materials being taken into critical areas.
- Security and maintenance personnel should be alert for people who act in a suspicious manner, as well as objects, items, or parcels which look out of place or suspicious. Surveillance should be established to include potential hiding places (e.g., stairwells, rest rooms, and any vacant office space) for unwanted individuals.
- Doors or access ways to such areas as boiler rooms, mail rooms, computer areas, switchboards, and elevator control rooms should remain locked when not in use. It is important to establish a procedure for the accountability of keys. If keys cannot be accounted for, locks should be changed.
- Good housekeeping is also vital. Trash or dumpster areas should remain free of debris. A bomb or device can easily be concealed in the trash. Combustible materials should be properly disposed of, or protected if further use is anticipated.

## 6. Planning Assumptions

Identify and list information the CPT assumes to be true during the planning. Obvious assumptions should be included when required for clarification. When the plan is activated during a real disaster, alterations to the assumptions collected here should be noted and the plan should be revised following the conclusion of the disaster. See [Plan Development and Maintenance](#) (Section 6) for more information on this process. Sample assumptions may include, but are not limited to:

[Bomb threats are delivered in a variety of ways. The majority of threats are called in to the target. Occasionally these calls are through a third party. Sometimes a threat is communicated in writing or by a recording. Two logical explanations for reporting a bomb threat are:

1. The caller has definite knowledge or believes that an explosive or incendiary bomb has been or will be placed and he/she wants to minimize personal injury or property damage. The caller may be the person who placed the device or someone who has become aware of such information.
2. The caller wants to create an atmosphere of anxiety and panic which will, in turn, result in a disruption of the normal activities at the facility where the device is purportedly placed. Whatever the reason for the report, there will certainly be a reaction to it. Through proper planning, the wide variety of potentially uncontrollable reactions can be greatly reduced.]

## 7. Hazard Analysis Summary

Facilities should summarize the specific hazards identified in the **Hazard Analysis Toolkit** that might require a bomb threat response in this space. Remember to include disasters





that may cause a bomb threat as a secondary action, in addition to those which require a primary response. An example of each is provided here:

Primary: [A staff member receives a bomb threat over the phone. Staff uses the available Bomb Threat Information Sheet provided, and keeps the caller on the line as long as possible to gather as much information as possible about the bomb and about the caller. At the end of the call, the staff person notifies administration.]

Secondary: [The community is under attack. Local authorities recommend sheltering-in-place. The switchboard operator receives a bomb threat phone call. The administration notifies local authorities. It may be dangerous to evacuate the building.]

Notice how both examples address the risk of the hazard, why contacting local authorities immediately is important, and who makes the determination to enact the Appendix. This information should be consistent between the **Functional Annexes** and any **Hazard-Specific Appendices** the CPT develops.

## SECTION COMPLETE!



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

## Section Two: Concept of Operations

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



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

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

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

#### a. **Examine the situation**



- What time of day is it?
- What are current weather conditions?
- What is the community situation? Is it under attack?
- How full is the facility?
- How many staff members are currently on-hand?

**b. Assess and analyze the hazard**

- How long until the bomb detonates?
- How long until the police, fire department, bomb squad will arrive?
- How much of the community will be impacted if the bomb goes off?
- How much of the facility could be impacted? Can a simple search be done?
- Did the caller say how big the bomb is? What it looks like?
- Did police recommend evacuating immediately? (Refer to Evacuation Annex)

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

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

**a. Determine the protective action**

- Instruct all personnel, especially those at the telephone switchboard, in what to do if a bomb threat call is received.
- Stop all activities; using the phone or cell phones, turning on lights may all activate a bomb
- It is always desirable that more than one person listen in on the call. To do this, a covert signaling system should be implemented, perhaps by using a coded buzzer signal to a second reception point. A calm response to the bomb threat caller could result in obtaining additional information. This is especially true if the caller wishes to avoid injuries or deaths. If told that the building is occupied or cannot be evacuated in time, the bomber may be willing to give more specific information on the bomb's location, components, or method of initiation.
- The bomb threat caller is the best source of information about the bomb. When a bomb threat is called in:
  - Keep the caller on the line as long as possible. Ask him/her to repeat the message. Record every word spoken by the person.
  - If the caller does not indicate the location of the bomb or the time of possible detonation, ask him/her for this information.
  - Inform the caller that the building is occupied and the detonation of a bomb could result in death or serious injury to many innocent people.
  - Pay particular attention to background noises, such as motors running, music playing, and any other noise which may give a clue as to the location of the caller.
  - Listen closely to the voice (male, female), voice quality (calm, excited), accents, and speech impediments. Immediately after the caller hangs up, report the threat to the person designated by management to receive such information.





- Report the information immediately to the police department, fire department, ATF, FBI, and other appropriate agencies. The sequence of notification should be established in the bomb incident plan.
- Remain available, as law enforcement personnel will want to interview whoever answered the call.
- When a written threat is received, save all materials, including any envelope or container. Once the message is recognized as a bomb threat, further unnecessary handling should be avoided. Every possible effort must be made to retain evidence such as fingerprints, handwriting or typewriting, paper, and postal marks. These will prove essential in tracing the threat and identifying the writer.
- While written messages are usually associated with generalized threats and extortion attempts, a written warning of a specific device may occasionally be received. It should never be ignored.

## **B. Implement protective actions**

- The most serious of all decisions to be made by management in the event of a bomb threat is whether to evacuate the building. In many cases, this decision may have already been made during the development of the bomb incident plan. Management may pronounce a standard policy that, in the event of a bomb threat, total evacuation will be effective immediately. This decision circumvents the calculated risk and demonstrates a deep concern for the safety of personnel in the building. However, such a decision can result in costly loss of time, and is no longer the preferred response because of the increased use of secondary devices. The CPT should check with the local emergency manager to determine what the recommended Bomb Threat response is for the facility.
- Initiating a search after a threat is received and evacuating a building after a suspicious package or device is found is perhaps the most desired approach. It is certainly not as disruptive as an immediate evacuation and will satisfy the requirement to do something when a threat is received. If a device is found, the evacuation may be accomplished expeditiously while at the same time avoiding the potential danger areas of the bomb.
- Include applicable ICS forms as Tabs (Section 8).
  - a. Control access and isolate danger area**
    - Establish who is allowed into the facility during the emergency event
    - Control access to already-searched areas
    - Implement procedures to minimize movement of residents and staff, to avoid confusion and keep residents calm
    - If a suspicious package or object is found, note its location and use a land-line to alert authorities
    - Stop all cell-phone use in the facility, and do not turn off/on lights, kitchen ranges, etc. until further instructions from authorities
  - b. Provide immediate medical treatment to residents or allow emergency medical personnel to assume responsibility for the residents if found injured**
    - If necessary, address the specific medical issues of the residents caused by panic, stress



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

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

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

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

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

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

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

c. **Disseminate information (if necessary)**

- Activate call-lists
- Utilize volunteers to make phone calls using a pre-scripted message



- Communicate information to employees not currently in the facility, family members of residents, local emergency managers or response personnel, and situation updates to employees still in the facility
  - Outline the procedure for notification of a resident emergency contact of the event involving their family member
  - Determine who, by title, is responsible for this notification
  - Create a process for tracking family/emergency contact notification
  - Outline the procedure for notifying CDPHE
  - Use the designated liaison in the facility to notify emergency personnel and others of the facility's situation, needs, and projected actions
- c. **Step Four: Monitor the situation**  
 Monitor the incident. The performance of alternative resources, the overall health and well-being of staff and residents, progression of other disasters, and the security of the facility must all be considered. Determine a way for the IC or designated authority to monitor the situation and revise previous decisions as required. If the situation expands, have a plan in place to roll command to another agency, or establish joint command to/with the police, fire department, or other agency if necessary.
- d. **Step Five: Demobilize the Plan**  
 Eventually the plan must be demobilized. The most obvious indication of this would be the end of the threat. If outside agencies have been involved in the response, the IC should inform them when the situation is over, based on best judgment. The **Appendix** may also demobilize by giving way to another **Appendix** or **Annex**.

## SECTION COMPLETE!



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

## Section Three: Organization and Assignment of Responsibilities

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

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



- List at least two alternates, by title, for each responsibility
- Remember the span of control- no one person should oversee more than seven people, and everyone should report to only one person.



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

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

### SECTION COMPLETE!



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

## Section Four: Disaster Intelligence

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

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

### SECTION COMPLETE!



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

## Section Five: Administration, Finance, and Logistics



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

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

1. **Administration:** Detail the scope of duties and information the administration coordinator will be accountable for during and after the disaster. This section will probably look very similar to the one in the facility's **Basic Plan**. Critical functions include:
  - Records and reports associated with tracking the status of teams
  - Attach tabs of maps that depict routes, grounds, grids for immediate and extended assistance
  - Keep lists of patients and staff and their relative locations before, during, and after the event, including photographs
  - Oversee assignment of staff and volunteers for specific duties
  - As soon as this Appendix is activated, have a demobilization plan ready for when it is concluded. Someone will end the Appendix, and must de-brief everyone involved. There should be a plan to resume normal work activities, and demobilize the rest. This action could also be the result of another situation. Be prepared with a news release, or other information that may be necessary for the public and the press explaining why the situation is concluded or changed.
  - Assesses how many staff are necessary for the scope of the event
2. **Finance:** Establish the method of tracking all financial expenditures, including resource procurement and expenditure, personnel hours, and patient insurance billing requirements. Assign accountability for the maintenance and safekeeping of these records during and after an event. Incident Command Structure forms are available online to assist with these duties. Critical functions include:
  - Records and reports the costs associated with the event
  - Tracks the hours worked by employees and volunteers
  - Tracks the cost of procuring new or additional supplies
  - Tracks expenditure for vehicle utilization, including those on loan or as outlined by the facility's MAAs and other agreements
  - Tracks patient billing (normal functions may not cease because of this event)
  - The CPT should discuss method of payment for outside-agency assistance



3. **Logistics:** Outline the responsibilities and procedures for all physical resource allocation, implementation, overview or movement of supplies during the emergency. This includes the coordination of resources outside of the facility. For these types of events, logistics gains the complication of establishing the portability of resources.
  - Ensure that essential provisions are moved when necessary, including:
 

- Food	- Portable generators and fuel sources
- Water	- Lights
- Medical supplies	- Batteries
- Patient records	- Medical equipment
- Housekeeping supplies	- Administrative equipment
- Sanitation devices	
  - Develop and implement methods of tracking equipment and supplies.
  - Use Incident Command Structure forms (available online) or variations of them to assist in this task.
  - Account for all resources currently available to the facility AND those borrowed, loaned, rented, purchased, or otherwise acquired during and after the emergency event.

### SECTION COMPLETE!



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

## Section Six: Appendix Development and Maintenance

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

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

- Coordinate this section with the **Basic Plan**.
- Identify and describe the reference manuals used to develop the plan including software, toolkits, contractors, interviews, planning tools and development guides.





- Coordinate with local or state emergency management resources for review and commentary on the plan.
- Include an exercising and review schedule, with a method for tracking progress.
- Describe how this plan was coordinated with EOPs from other facilities in the county and region, local emergency plans, and mutual aid partners.



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

## SECTION COMPLETE!



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

## Section Seven: Authorities and References

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

### 1. Authorities

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

### 2. References:

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

University of Alaska, Bomb Threat Information

[http://www.uaf.edu/safety/bomb\\_threat.htm](http://www.uaf.edu/safety/bomb_threat.htm)

National Security Institute of VA and MA, Information on Bomb Threats

<http://nsi.org/Library/Terrorism/bombthreat.html>

FEMA, Information on Terrorism, Explosions, Bomb Threats

[http://www.fema.gov/hazard/terrorism/exp/exp\\_threat.shtm](http://www.fema.gov/hazard/terrorism/exp/exp_threat.shtm)

The University of Sydney, What to do if There is a Bomb Threat

<http://www.ee.usyd.edu.au/guides/procedures/bomb.htm>

University of Northern Iowa, Bomb Threat Checklist available to download (there is another checklist from Oklahoma online in the Toolkit)

[http://www.vpaf.uni.edu/pubsaf/contacting\\_police/bomb\\_checklist.pdf](http://www.vpaf.uni.edu/pubsaf/contacting_police/bomb_checklist.pdf)



## SECTION COMPLETE!



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

## Section Eight: Tabs

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

### 1. Maps and Diagrams

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

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

### 2. Department Checklists

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

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

## Administrative Services Department Checklist

Date of Incident: \_\_\_\_\_

Time of Completion: \_\_\_\_\_

1. Use the Bomb Threat Phone Sheet if answering the call. Do not panic.
2. Write down as much information as possible.



3. Try to keep the caller on the line for as long as possible.
4. Get the attention of someone else in the office and have them listen to the caller with you.
5. At the end of the call, notify the facility manager.
6. Do not use the phone, cell phones, or turn on/off lights as these could cause the bomb to detonate.
7. Search the administrative offices to identify any suspicious packages. Remember, it may not look like a bomb.



### **TOOLKIT COMPLETE!**

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

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

