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| A picture of a winding road and trees  **WWHERC COOP Plan**  The Road to Recovery | Abstract  The purpose of the Continuity of Operations (COOP) planning is to utilize all available resources to maximize contribution to the overall sustainment of the HERC operations response effort while working to ensure essential functions remain operational and provide for regional operations relocation as necessary due to ongoing events  Loren Klemp  As of: January 2021 |

**COOP Plan Record of Changes**

Publication Change History: All components of the COOP Plan should be reviewed, at a minimum, on an annual basis and any revisions should be made to all maintained copies and disseminated as necessary. Changes made to the COOP Plan should be documented in the following Record of Changes.

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**Executive Summary**

The purpose of the Continuity of Operations (COOP) plan is to utilize all available resources to maximize contribution to the overall sustainment for continuity of Healthcare Emergency Response Coalition (HERC) operations response effort while working to ensure essential functions remain operational and provide for regional operations relocation as necessary due to ongoing events.

The Western Wisconsin Healthcare Emergency Readiness Coalition (WWHERC) COOP plan is intended to serve as a base document, outlining the general guidelines for continuity of operations to all hazards that threaten the WWHERC operational capabilities. This plan assists to fulfill WWHERC’s mission, vision and objectives, identified by the coalition membership. Adding, this plan is intended to assist the Emergency Support Function (ESF) - 6&8 lead agency, Wisconsin Department of Health Services, to support operations, information sharing and resource management throughout the region. This plan also outlines actions to be taken if the need arises to relocate to an alternate site should the situation dictate.

This plan outlines how partners in healthcare, and emergency agencies can collaborate in response with unique assets provided through WWHERC, when limitations with internal response are found. In the tiered response system, WWHERC and this plan is intended to serve and aid members/partners in an expanding event and help guide overall community and regional response. Events requiring activation of the WWHERC COOP plan would require participation and collaboration with partners to ensure it is successful.

Participation as an WWHERC Member and utilization of this plan is voluntary. No additional roles or responsibilities are asked of WWHERC members other than regulatory expectations of each organization’s respective governing body. This plan is not intended to replace or contradict internal plans. Ultimately in a response, every member of WWHERC must answer to its’ leadership and community first.

Signatures are not legally binding, but proof that the member agency acknowledges the WWHERC plan and assets that could be leveraged to the signee’s agency in time of need. The signee also assures that senior leadership is aware of WWHERC and the assets available.

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Chair / Vice Chair Date

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**Western Wisconsin Healthcare Emergency Readiness Coalition**

**(WWHERC)**

**CONTINGENCY OPERATING PLAN (COOP)**

**1. INTRODUCTION**

**1.1 PURPOSE**

The Western Wisconsin Healthcare Emergency Readiness Coalition (WWHERC) Contingency Operating Plan (COOP) establishes procedures to maintain operations at the coalitions Western Region Operations Center (WROC) in support of agencies following a disruption. The following objectives have been established as a guide for this plan:

* Maximize the effectiveness of contingency operations through an established plan that consists of the following phases:
  + - Notification/Activation phase to detect and assess damage and to activate the plan
    - Recovery phase to restore temporary operations and recover damage done to the region
    - Reconstitution phase to restore normal operating capabilities to previous levels
* Identify the activities, resources, and procedures needed to carry out Western Region Operations Center (WROC) processing requirements during prolonged interruptions to normal operations.
* Assign responsibilities to designated WROC personnel and provide guidance for monitoring regional partners during prolonged periods of interruption to normal operations.
* Ensure coordination with other affected regional partners and staff who will participate in the contingency planning strategies. Ensure coordination with external points of contact and vendors who will participate in the contingency planning strategies.

**1.2 APPLICABILITY**

The COOP Plan applies to the functions, operations, and resources necessary to restore and resume normal operations at primary and/or alternate WROC locations within the region to assist regional partners during events that have cause significant disruption to normal operations. The COOP Plan applies to WWHERC and all other persons associated with coalition’s regional operations center as identified by its membership. The Contingency Plan could support each member of the coalition with requested support. This may come in the various forms based on the requesting agency. Some requests are outside the scope and capabilities of the coalition and therefore will be assessed upon receipt of such requests. Procedures outlined in this plan are coordinated with and support the request, which is based on capabilities and availability of resources.

**1.3 SCOPE**

**1.3.1 Planning Principles**

Various scenarios were considered to form a basis for this plan, and multiple assumptions were

made. The applicability of the plan is predicated on the following principles:

* An infrastructure remains capable of supporting operations for the coalition partners.
* Planning and collaboration with coalition partners to resume effective operations throughout the region.
* Coalition leadership provides guidance and coordination initiatives to optimize recovery efforts.

**1.3.2 Assumptions**

Based on these principles, the following assumptions were used when developing the Contingency Plan:

* The primary Western WI Regional Operations Center (WROC) location at Tri-State Ambulance headquarters and cannot be recovered within 48 hours.
* Key personnel have been identified and trained in their emergency response and recovery roles; they are available to activate the Contingency Plan.
* Preventive controls (e.g., generators, phone, computers & internet, WISCOM, EMResource, and other means of communication) are operational at the time of the disaster.
* Computer equipment, including components supporting internet accessibility, are connected to an uninterruptible power supply (UPS) that provides 45 minutes to 1 hour of electricity during a power failure.
* The equipment, connections, and capabilities required to conduct operations are available at the alternate site, located at Tomah Health.
* Department of Health Services agrees to maintain software with communications providers to support the emergency system recovery.

\*\*The HCC Contingency Plan does not apply to the following situations:

* Overall recovery and continuity of community business operations. The Business Resumption Plan (BRP) for coalition members and Community Continuity of Operations Plan (CCOP)
* Emergency evacuation of personnel
* Any additional constraints not directly controlled by the HCC

**1.4 REQUIREMENTS**

The WWHERC shall respond to emergent events to assist critical supporting organizations in the event of a disruption extending beyond 72 hours. Should the coalitions primary response site not available due to an event, this plan identifies procedures for transitioning to the alternate site. The procedures for execution of such a capability shall be documented in this plan and shall be reviewed at least annually and updated as necessary. Personnel responsible for supporting operations at the WROC should be trained to execute contingency procedures. The plan will be reviewed to identify weaknesses of the applicability at least annually.

**2. CONCEPT OF OPERATIONS**

**2.1 SYSTEM DESCRIPTION AND ARCHITECTURE**

Health Care Coalitions (HCC) are a network of individual healthcare and first responder organizations that have come together to coordinate and prepare for emergencies and disaster events. Membership is based by region and can include hospitals, emergency medical services (EMS), emergency management, public health, long-term care, behavioral health, and other ancillary healthcare providers. The strength of HCCs is that they reflect the unique needs and characteristics of each local jurisdiction.

The HCC operates with only one full time member, the coordinator, with the remaining members working in a volunteer basis. The HCC is governed by an executive board with the best interest of the HCC when it comes to direction and decisions when a full membership meeting is not feasible. The HCC meets on a semi-monthly basis and varies location for general membership attendance.

The WWHERC has two locations for its operations center, referred to as Western Regional Operations Center (WROC); these locations are Tri-State Ambulance in La Crosse and Tomah Health in Tomah. These two locations have the same capabilities and connectivity in order to maintain continuous operations during large scale events. In the region’s response plan, as well as this plan, a list of positions is identified and will be manned if deemed necessary. The personnel manning the WROC can vary from incident to incident and depending on location of the WROC. Select staff, based on the incident and who is available, will report to the WROC to receive a situational briefing. Duties will be assigned and each staff member will begin to develop lines of communication with their counterparts based on assignment with various agencies affected or that have an effect on the current situation.

**2.2 LINE OF SUCCESSION**

The coalition establishes an order of succession, in coordination with the order set forth by the governance documents to ensure that decision-making authority for the COOP Plan is uninterrupted. The Coalition Chair, WWHERC, is responsible for ensuring the safety of personnel and the execution of procedures documented within this plan. If the Chair is unable to function as the overall authority or chooses to delegate this responsibility to a successor, the Vice Chair shall function as that authority. If the Vice Chair is unable to carry out the duties, another member of the executive board will be selected by a majority vote of the members present or by other electronic means.

**2.3 RESPONSIBILITIES**

The Contingency Plan identifies what needs to be monitored to the overall recovery of the region.

* Environmental awareness monitor, HCC Coordinator. This individual will keep an overall common operating picture of the region based on the recovery efforts reported. This includes, but not limited to; environment clean up, status of all disciplines and their progress of recovery, status of resource support, ongoing environmental disruptions.
* As many as two HCC members will be assigned to monitor the recovery of the hospital system within the region and its recovery efforts. These individuals should be from the clinical and administration side of hospitals, possibly the HCC Medical Advisor.
* A WROC member will be assigned to monitor the recovery of the EMS system in the affected area and will provide updates to the WROC as appropriate.
* A WROC member will be assigned to monitor the Public Health sector in the affected area to provide updates as appropriate and provide technical assistance if requested or coordinate for such support. The WROC member assigned to this position should be PH officer from outside the affected are so not to impede with recovery operations.
* A liaison will be established with the affected county Emergency Manager(s) to maintain situational awareness (SA) of the ongoing efforts in the affected county(ies) with the intent to forecast future support needed.
* As needed; a WROC member will be assigned to monitor the recovery of the affected Long-Term Care (LTC) facilities/Home Health (HH) and their recovery efforts or requests for support. This individual should have background in the LTC/HH industry.
* As needed; a staff member will be assigned to monitor the recovery of the computer environment and all applications. The member maybe someone who is responsible for the daily operations and maintenance of their owning organizations systems and will provide updates as appropriate in order to keep the WROC abreast of the current situation. The Chair, Vice Chair or appointed executive board member will direct the staff member monitoring the recovery of the IT environment.

It is the intent of each member of the HCC recovery effort to maintain a current and up to date as possible picture of the recovery progress and ongoing efforts in each of the respective areas. The Chair, Vice Chair or appointed WROC leader will provide coordination and updates to regional partners as necessary or when requested. The members of the WROC have no jurisdictional authority during any phase of recovery, they are merely a resource of situational awareness, provide technical assistance when needed and applicable, or could act as a coordination point during recovery efforts. The focus of this plan is on health care and the recovery of the system overall, this plan does not direct any recovery efforts for the community at large, but will assist when and where it can.

**3. NOTIFICATION AND ACTIVATION PHASE**

This phase addresses the initial actions taken to detect and assess damage inflicted by a

disruption to the region. Based on the assessment of the event, the plan may be activated by

one or all members of the Executive Board for the region. In an emergency, the WWHERC top priority is to preserve the health and safety of its staff and membership before proceeding to the Notification

and Activation procedures.

Contact information for key personnel is located in Personnel Contact list appendix. The

notification sequence is listed below:

* The initial response is to notify the HCC Coordinator. All known information must be relayed to the HCC Coordinator.
* The HCC Coordinator is to contact the Chair and/or Vice Chair and inform them of the event. The HCC Coordinator will reach out to affected portions of the region to begin obtaining assessment indicators.
* The HCC Coordinator is to notify coalition members and ask them to provide a quick assessment to determine the extent of damage and estimated recovery time. If damage assessment cannot be performed locally because of unsafe conditions this will be noted and considered a priority of concern until a more complete report can be obtained.
* The HCC Coordinator will inform the Chair and/or Vice Chair of the current situation and provide recommendations for activation and to what level the activation should be, full or partial. Based on information provided, the Chair or Vice Chair will conduct a conference call to determine the availability of other Executive Board members and determine next steps.

Assessment Procedures:

Procedures outlined should include activities to determine the cause of the disruption; potential for additional disruption or damage; affected physical area and status of physical infrastructure; status of essential equipment functionality and inventory, and estimated time to repair services to normal operations.

* Upon notification from the HCC Coordinator and individual availability, the respective discipline members are to assemble at the identified WROC and begin gathering information regarding their respective disciplines and the extent of the disruption.
* The WROC members are to determine who the appreciate POC is for their respective areas of concern and attempt to obtain routine updates throughout the recovery process. Offer any assistance within the capability of the WROC and assist as a coordination center if necessary if the affected department is incapable of doing so.
* When damage assessment is obtained, the WROC members are to notify the HCC Coordinator of the results, who in turn will notify the Chair or Vice Chair.
* The Executive Board is to evaluate the results and determine whether the contingency plan is to be activated and if relocation is required. Based on assessment results, the HCC Coordinator is to notify assessment results to civil emergency personnel (e.g., County EM) as appropriate and that the HCC has established its’ WROC and recovery support efforts.

The Contingency Plan can be activated if one or more of the following criteria are met:

1. A hospital is offline for more than 24 hours; or

2. Facility is damaged and will be unavailable for more than 24 hours; or

3. Other criteria, as appropriate.

* If the plan is to be activated, the HCC Coordinator is to notify all executive board members and inform them of the details of the event and if relocation is required.
* If appropriate, the HCC Coordinator is to notify the current MOU holder of the mass care trailer that a contingency event has been declared and to be prepared to transport the mass care trailer to the affected site.
* The HCC Coordinator is to notify the WROC Alternate site that a contingency event has been declared and to prepare the facility for the Organization’s arrival.
* The HCC Coordinator is to notify remaining personnel (via notification procedures) on the general status of the incident.
* Upon notification from the HCC Coordinator, coalition members should notify their respective leadership of the situation and be prepared to support based on requests and the current MOU. Coalition members are to be informed of all applicable information and be prepared to support as necessary.

**4. RECOVERY OPERATIONS**

The following procedures are for recovering the WWHERC once the incident is declared over. Each procedure should be executed in the sequence it is presented to maintain efficient operations.

Recovery Goal. Ensure that communications capabilities are restored or maintained within the region in order to have continuous operations with little to no impact. Validate that all medical facilities have resumed operations to an acceptable operating level prior to the start of the disruption.

Assessment. Each discipline representative is responsible for executing a function to meet this objective;

* Hospitals

Clinical and Admin staff will monitor and coordinate with affected hospitals in the region to provide awareness and updates to the WROC leadership as needed. Main focus of this position is to gain a good situational awareness picture in order to provide an overall grasp of the extent of the disruption. Updates should be obtained prior to any scheduled WROC updates for staff and the regional leadership. Each member will focus on their respective areas of concern, supporting each other as needed and other members of the WROC as appropriate. Information regarding hospital capabilities, or lack of, is a primary consideration. Collaboration with the affected hospital(s) should be obtained to determine what level of recovery has been achieved.

* Public Health

Staff will monitor and coordinate with affected PH departments in the region to provide awareness and updates to the WROC leadership as needed. Main focus of this position is to gain a good situational awareness picture in order to provide an overall grasp of the extent of the disruption. Updates should be obtained prior to any scheduled WROC updates for staff and the regional leadership. Focus is on their respective areas of concern, supporting other members of the WROC as appropriate.

* EMS

Staff will monitor and coordinate with affected EMS agencies within the region to provide awareness and updates to the WROC leadership as needed. Main focus of this position is to gain a good situational awareness picture in order to provide an overall grasp of the extent of the disruption. Updates should be obtained prior to any scheduled WROC updates for staff and the regional leadership. Focus is on their respective areas of concern, supporting other members of the WROC as appropriate.

* Long-Term Care/HH

Staff will monitor and coordinate with affected LTC/HH facilities/agencies in the region to provide awareness and updates to the WROC leadership as needed. Main focus of this position is to gain a good situational awareness picture in order to provide an overall grasp of the extent of the disruption. Updates should be obtained prior to any scheduled WROC updates for staff and the regional leadership. Focus is on their respective areas of concern, supporting other members of the WROC as appropriate.

* Liaison for EM

Staff will monitor and coordinate with affected County EM departments in the region to provide awareness and updates to the WROC leadership as needed. Main focus of this position is to gain a good situational awareness picture in order to provide an overall grasp of the extent of the disruption. Updates should be obtained prior to any scheduled WROC updates for staff and the regional leadership. Focus is on their respective areas of concern, supporting other members of the WROC as appropriate.

* IT Liaison

Staff will monitor and coordinate with affected organization IT departments in the region to provide awareness and updates to the WROC leadership as needed. Main focus of this position is to gain a good situational awareness picture in order to provide an overall grasp of the extent of the disruption. Updates should be obtained prior to any scheduled WROC updates for staff and the regional leadership. Focus is on their respective areas of concern, supporting other members of the WROC as appropriate.

Deactivation Goal. The recovery goal Is deemed achieved when an acceptable level of routine operations has been reached throughout the region. This will vary from one type of organization to another; discontinuing of support by one discipline will be determined by the WROC leadership, executive board and ongoing recovery efforts. Other factors may determine continuation or termination of support by one discipline or another as the situation progresses.

**5. RETURN TO NORMAL OPERATIONS**

This section discusses activities necessary for restoring coalition operations at the original or new site. When the disruption has been restored, if operating at an alternate site, HCC operations must be able to transition back to the primary site. The goal is to provide a seamless transition of operations from the alternate site to the primary site. Once this is completed, a decision can be made to deactivate or continue with WROC operations.

**5.1 PLAN DEACTIVATION**

Once the decision has been made to deactivate, based on discussions with the Chair, Vice Chair and the Executive Board; members of the WROC will begin to close out reports, conduct final briefings based on input gained from all liaison staff and their final reports, and conduct an HOT WASH for the event to capture all critical learning points.

Notification to all regional partners and members will be sent out that the WROC is discontinuing operations and returning to normal operations. Any reports, requests for information (RFI) will be sent via the normal channels, to the HCC Coordinator.

A date will be determined when to conduct a formal AAR with the WROC staff, affected agencies, departments and counties in order to gain a regional wide perspective of the incidents that presented themselves in the preceding days.

A final document will be produced and provided to all involved with the events that transpired.

**6. PLAN APPENDICES**

The appendices included are based on current plan requirements.

1. EXECUTIVE BOARD & WROC PERSONNEL CONTACT LIST – TBP
2. HCC MEMBERSHIP CONTACT LIST – Maintained by the HCC Coordinator
3. MEMORANDUMS OF UNDERSTANDING/AGREEMENTS – Maintained by HCC Coordinator
4. RECOVERY PRIORITIES - TBP
5. VITAL RECORDS - TBP
6. VENDOR LISTS - TBP
7. IMPACT AND RISK ASSESSMENTS – TBP
8. RECOVERY TASK LISTS - TBP
9. RECOVERY PLAN - TBP
10. CONTINUITY PLAN CHECKLIST

**Appendix 10: CONTINUITY PLAN CHECKLIST**

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| **X** | **ITEM** | **ASSIGNED TO** | **DATE ASSIGNED** | **DATE DUE** | **DATE COMPLETED** |
|  | Establish a disaster plan and mitigation team |  |  |  |  |
|  | Determine risks, refer to regional HVA |  |  |  |  |
|  | Create an evacuation plan |  |  |  |  |
|  | Conduct practice drills regularly |  |  |  |  |
|  | Establish a central meeting place for all staff members |  |  |  |  |
|  | Identify and post all emergency contact information |  |  |  |  |
|  | Establish a phone tree |  |  |  |  |
|  | Put together an emergency kit (first aid kit, flashlight, batteries, fire extinguisher, radio, etc.) |  |  |  |  |
|  | Collect all staff contact information |  |  |  |  |
|  | Establish an alternate worksite and a remote access policy |  |  |  |  |
|  | Document and distribute the full disaster and business continuity plan |  |  |  |  |