**1. Planning Tools** *(also see “Community Health Center Tools and Resources”)*

b. **Emergency Operations Plan (EOP)**
c. **Hazard Vulnerability Analysis (HVA)**
d. **Health and Medical Surge Planning**
e. **Pandemic Influenza Planning**
f. **Personal Preparedness**
g. **Personal Protective Equipment (PPE)**
h. **Special Needs/At-Risk Populations Planning**

a) **Business Continuity Planning / Continuity of Operations Planning (BCP/CoOP)** – By Ready.gov: business continuity and crisis management can be complex issues depending on the particular industry, size and scope of your business. However, putting a plan in motion will improve the likelihood that your company will survive and recover. Preparing makes good business sense.

- Colorado Community Health Network Business Continuity Webinar Series 2012-2013
  (1) Webinar 1 - Essential Functions *(Presentation Video)*
    a. COOP Guidance
    b. Contingency Planning Guide for Information Technology Systems from NIST
    c. Continuity Assistance Tool
    d. Continuity Evaluation Tool
    e. COOP Training Recommendations
    f. Federal Continuity Directive 1
    g. Federal Continuity Directive 2
    h. Federal Continuity Guidance Circular 1
    i. Federal Continuity Guidance Circular 2

  (2) Webinar 2 – Delegation of Authority *(Presentation Video)*
    a. Federal Continuity Guidance Circular 1
    b. Continuity Assistance Tool
    c. Continuity Evaluation Tool
    d. BCP Template
    e. COOP Training Recommendations
    f. COOP Guidance

  (3) Webinar 3 – Orders of Succession *(Presentation Video)*
    a. Creating a Business Continuity Plan
    b. Continuity Assistance Tool
    c. COOP Guidance
    d. COOP Training Recommendations
    e. Federal Continuity Guidance Circular 1
    f. Lines of Succession

  (4) Webinar 4 – Alternate Facilities
    a. Powerpoint

  (5) Webinar 5 – Reconstitution
    a. Powerpoint

  (6) Webinar 6 – Testing, Training, and Exercises
    a. Powerpoint
    b. Multiyear Plan Draft Template
    c. Training and Exercise Plan Workshop User's Handbook
Be Ready Utah: Ready Your Business - Be Ready Utah’s “Ready Your Business” focuses on preparing businesses for potential emergencies and disasters. This preparation includes the most essential elements including a 12 step program for basic business continuity planning.

(1) *Business Readiness Development Series: Business Continuity Planning - 12 Point Program*

California Hospital Association: Continuity of Operations Planning – The California Hospital Association has several useful resources to aid business continuity planning efforts, including a sample COOP plan, Hospital Disaster Recovery Business Continuity Plan, Disaster Recover FAQs, Financial Sustainability for Healthcare Facilities in Disasters, Federal Reimbursement Guide for Medical Providers, and an audio lecture entitled “Keeping Business Viable after a Disaster.”

FEMA: Continuity of Operations Division - FEMA’s National Continuity Programs (NCP) Directorate is the Federal Executive Branch Lead Agent for continuity of national essential functions. The goal is to minimize the disruption of essential operations in order to guarantee an Enduring Constitutional Government in response to a full threat spectrum of emergencies. The scope of their mandate includes development and promulgation of Continuity of Operations (COOP) directives and guidance, education and training, and coordination between the Federal, State, local, territorial, tribal and private sectors. NCP also coordinates and participates in Federal, State and local COOP exercises. This program provides the foundation for the nation’s First Essential Function, Enduring Constitutional Government, and the foundation for the tiers of the National Response Framework, operational governments at all levels-local, State, and Federal-capable of performing their essential functions, under all conditions.

Massachusetts Continuity of Operations Plan (CoOP) for Hospitals – Massachusetts Department of Public Health created a CoOP template for hospitals and health care facilities. This plan outlines a comprehensive approach to ensure the continuity of essential services during an influenza pandemic while ensuring the safety and well being of employees, the emergency delegation of authority, the safekeeping of records vital to the agency and its clients, emergency acquisition of resources necessary for business resumption, and the capabilities to work at alternative work sites until normal operations can be resumed.

Miami-Dade County: 2010 Continuity of Operations Plan – Specific to the needs and authorities of the Florida’s Miami-Dade County, this document serves to delineate service delivery for the Department of Human Services in response to countywide emergencies or disasters. This comprehensive plan may serve as a framework for other communities developing COOP plans.

Nonprofit Roundtable of Greater Washington: Nonprofit Emergency Preparedness Resources - The Nonprofit Roundtable works to build the strength, visibility, and influence of the nonprofit community in order to create a more just and caring community in Greater Washington. Their members include advocacy organizations, direct service providers, grant-makers, and corporate partners all working together to solve regional problems. Their website includes several resources for non-profit COOP planning.

Small Business Administration (SBA) – Prepare My Business - SBA and Agility Recovery Solutions are working together to encourage all small businesses to have a recovery plan in place. SBA’s programs and services are targeted specifically to small businesses. Agility Recovery Solutions offers testable, turn-key disaster recovery solutions and business continuity services for small and mid-size businesses. Working together, SBA and Agility offer education to businesses on the importance of recovery planning to remain open to service the needs of all communities.

(1) *Planning Resources*

(2) *Webinars*

Seattle & King County Advance Practice Center: Continuity of Operations Toolkit – CoOP Exercise: Tools, Samples and Resources - The Advanced Practice Centers (APC) Program is coordinated and managed by the National Association of County and City Health Officials (NACCHO) and receives its
funding from the Centers for Disease Control and Prevention (CDC). The Seattle & King County APC website offers several resources, particularly useful is their CoOP toolkit.

- **University of North Carolina Center for Public Health Preparedness: Pandemic Influenza Continuity of Operations Planning – Plan Writing Tools and Resources** - This page, made available through a partnership between UNC CPHP and the North Caroline Division of Public Health, is a resource for North Carolina local health department planners who are creating or updating pandemic influenza continuity of operations plans.

- **Virginia Department of Emergency Management: Continuity of Operations Planning Toolkit**

- **Washoe County Disaster COOP Planning Template**

b. Emergency Operations Plan (EOP)

- **California Hospital Association: Emergency Operations Planning** - The California Hospital Association Hospital Preparedness Program (HPP) provides ongoing support to California hospitals and health systems in all-hazard’s disaster planning and response. Their website includes a number of resources for hospitals to develop and/or update their Emergency Management Programs and Emergency Operations Plans.

- See also, **Community Health Center Tools and Resources** – California PCA's EOP Template and appendices, Florida PCA’s Sample Health Center Emergency Management Plans – Small and Large.

c. Hazard Vulnerability Analysis (HVA)

- **FEMA Strategies for Community, Emergency, and Economic Risk Management – Hazard Vulnerability Analysis and Risk Assessment** – This guide includes a section dedicated to HVA and Risk Assessment which walks through the process of conducting a such an analysis for planning purposes.

- **Kaiser Permanente HVA Tool** - Kaiser Permanente has developed a Hazard Vulnerability Analysis tool which is available for download as a planning resource.

- See also, Community Health Center Tools and Resources – CHCANYS’ Hazard Vulnerability Analysis (HVA) Form

d. Health and Medical Surge Planning

- **AHRQ – Hospital Surge Model** - The AHRQ Hospital Surge Model estimates the resources needed in your hospital(s) to treat casualties resulting from specific biological, chemical, nuclear, or radiological scenarios. For the selected scenario, the model estimates the number of casualties and the required hospital resources to treat the casualties.

- **American Academy of Pediatrics – Children and Disasters** - Hospitals can ensure day-to-day emergency and promote disaster readiness for children by taking steps to have the appropriate resources (eg, equipment, medications, policies and personnel) and professional education necessary to provide effective pediatric emergency care. Evidence shows that these efforts will improve pediatric readiness in all hospital settings and communities. This website offers Training and Education linkages, PowerPoint presentations, and Audience and Topic specific resources. (1) Pediatric Education in Disasters Manual: A Course of the "Helping the Children" Program

- **California Department of Public Health – Standards and Guidelines for Healthcare Surge during Emergencies** - This training course is intended to serve as an overview of the content in the Hospitals Volume of the Surge Standards and Guidelines Manual. It is designed to be used as tool
for organizations developing training programs on their surge plans. Organizations should use this training course as a starting point and customize it to include organization specific surge planning objectives.

- **California Hospital Association – Healthcare Surge Planning** - While California has built a strong network of healthcare services and agencies through local health departments, local emergency medical services agencies, hospitals, clinics, long term care facilities and healthcare professionals, developing a coordinated response to a dramatic increase in the number of individuals requiring medical assistance following a catastrophic event will be challenging.

- **Public Health Reports - Building Community-Based Surge Capacity through a Public Health and Academic Collaboration: The Role of Community Health Centers**

- **Santa Clara County Public Health - Hospital Surge Capacity Toolkit** - This toolkit is intended to assist healthcare facilities in thinking through critical issues related to healthcare surge and to create comprehensive plans to address these needs including: Providing medical surge capacity; Patient tracking within the hospital and during patient forwarding activities; Requesting resources; and, Establishing alternate care sites.

- **Santa Clara County Public Health - Managing Mass Fatalities: A Toolkit for Planning** - a comprehensive toolkit that evolved from recognition of the need for communities to increase their preparedness for managing mass fatalities.

- **Natural Disaster Public Service Announcements (PSAs) and Podcasts** - To support emergency managers following a disaster, the U.S. Department of Health and Human Services (HHS) created a tool kit of prepared text messages that deliver public health information to citizens’ cell phones.

- **ECHO Minnesota** - As a leader in multi-language health, safety, civic engagement and emergency readiness communication, ECHO bridges the gap for immigrants and refugees in Minnesota. ECHO’s communication tools also function as an emergency infrastructure available to public health and safety agencies during a crisis. In the event of an emergency, such as a flood or a disease outbreak, ECHO has a proven system in place to deliver critical messages in the most urgently needed languages rapidly and effectively through television, radio, print, web and partner relays. Backed by the dedication of our community volunteers, the generosity of our public health, safety, sponsorship and media partners, and with the support of friends like you, ECHO works to ensure that everyone is fully informed and empowered with the tools that they need to be healthy, be safe and be ready.

e. Pandemic Influenza Planning

- **Human Resource Policies, Protocols, Templates, Tools, & Tips** - The University of Minnesota’s Center for Infectious Disease Research and Policy (CIDRAP) developed this toolkit to help human resource professionals new to pandemic planning come up to speed quickly on high-priority issues related to operating during an influenza pandemic.

- **FEMA Pandemic Influenza Continuity of Operations Annex Template** – This template provides guidance to assist organizations in developing a Pandemic Influenza Continuity of Operations plan or, if the organization already has a continuity plan, a Pandemic Influenza Annex. General guidance and sample information is provided for reference and organizations are encouraged to tailor Pandemic Influenza Continuity plans to meet specific organizational needs and requirements. The template contains all elements of a viable continuity plan and allows organizations to insert information as deemed appropriate.

- **Free Web-Based Influenza Preparedness Training - North Carolina Center for Public Health Preparedness (NCCPHP)** - The NCCPHP Training web site has provided a list of relevant trainings
on influenza preparedness and training series, pandemic influenza preparedness for local health departments.

- **OSHA - Pandemic Influenza Preparedness and Response Guidance for Healthcare Workers and Healthcare Employers** - Collaboration with state and federal partners is vital to ensure that healthcare workers are adequately protected during an influenza pandemic. The goal of this OSHA document is to help healthcare workers and employers prepare for and respond to an influenza pandemic.

  (1) OSHA - **Fact Sheet: What Employers Can Do to Protect Workers from Pandemic Influenza** - During an influenza pandemic, transmission of the pandemic virus can be anticipated in the workplace, not only from patients to workers in healthcare settings, but also from customers and coworkers in general work settings. Employers can use a set of occupational safety and health controls referred to as the "hierarchy of controls" to reduce exposures to pandemic influenza in their workplaces. The types of control measures, listed from most to least effective may be used to protect yourself, your workers and your customers are contained in this fact sheet.

- **World Health Organization (WHO) Exercise Development Guide for Validating Influenza Pandemic Preparedness Plans** - This WHO guide describes and encourages the use of a widely accepted approach to the development of exercises for the validation of influenza pandemic preparedness plans. The approach is generic and can be easily adapted for the evaluation of emergency management plans for a broad range of hazards and threats. The guide has been written for those that may have limited experience and resources.

- See also, Community Health Center Tools and Resources – NJPCA’s Novel Pandemic Mental Health Plan for FQHCs, Sitman for Influentia, AAR/IP for Influentia TTX, H1N1 Flu PPT, Influentia TTX PPT, and Influenza TTX PPT for CHCs

**f. Personal Preparedness**

- **American Red Cross (ARC)** - As the nation’s preeminent preparedness and safety training organization, the American Red Cross developed emergency-specific checklists using the latest research, science, best practices and expert opinion.

  (1) **Prepare Your Home and Family** - Families need to take a few simple precautions to avoid tragedies. Get a kit, make a plan, be informed.

  (2) **Emergency Preparedness and You** – The CDC and the American Red Cross have teamed up to answer common questions and provide step by step guidance you can take now to protect you and your loved ones.

  (2) **Resources for Caring for Someone Sick at Home** – Flu seasons vary from year to year, however people should be prepared in case the next flu season is worse than most with more people than usual getting sick. Hospitals and clinics may be much busier than normal, learn what you can do to help your family this flu season.

  (3) **Social Media: Preparedness 101: Zombie Apocalypse** - There are all kinds of emergencies out there that we can prepare for. The CDC recently launched a new campaign to raise personal preparedness awareness by targeting messages utilizing social medial and the zombie science-fiction phenomenon. The rise of zombies in pop culture has given credence to the idea that a zombie apocalypse could happen. In such a scenario zombies would take over entire countries, roaming city streets eating anything living that got in their way. The proliferation of this idea has led many people to wonder “How do I prepare for a zombie apocalypse?” The same way you would prepare for any emergency - get a kit and have a plan.

- Pet Preparedness - Emergency situations affect both two and four-legged family members and it's important to learn how to respond when the unexpected occurs.
(1) American Red Cross – Pets and Disaster Safety
(2) American Society for the Prevention of Cruelty to Animals (ASPCA) – Disaster Preparedness
(3) FEMA – Information for Pet Owners
(4) Humane Society – Disaster Preparedness for Pets
(5) Ready.gov – Pets Preparedness Toolkit

- **Ready.gov** - Launched in February 2003, Ready is a national public service advertising campaign designed to educate and empower Americans to prepare for and respond to emergencies including natural disasters and potential terrorist attacks. The goal of the campaign is to get the public involved and ultimately to increase the level of basic preparedness across the nation.
  (1) **Ready Business** - Ready Business helps owners and managers of small and medium-sized businesses prepare their employees, operations and assets in the event of an emergency.
  (2) **Ready Kids** - As FEMA encourages families to prepare for emergencies through Ready, we are regularly asked by parents and teachers if there is information appropriate to share with children. In response to these requests, Ready Kids was created as a family-friendly extension of the Ready Campaign.

- **GSA: Citizens Guide to Disaster Preparedness**

  g. **Personal Protective Equipment** (PPE) - Personal protective equipment (PPE) is any type of face mask, glove, or clothing that acts as a barrier between infectious materials and the skin, mouth, nose, or eyes (mucous membranes). When used properly, personal protective equipment can help prevent the spread of infection from one person to another.

  - Alameda Health Consortium Policy on the Reuse of N95 Respiration Masks
  - Alameda Health Consortium on PPE Risk Considerations
  - **CDC – Protecting Healthcare Personnel**
    (1) **CDC Guidance for the Selection and Use of PPE in Healthcare Settings**

  - CDC - **Sequence for Donning and Removing PPE** - This colorful 13"x22" poster demonstrates the sequences for donning and removing personal protective equipment (PPE). The poster provides key instructions in both English and Spanish to reinforce safe practices and is intended to limit the spread of contamination.

  - **US Department of Veterans Affairs** has developed videos to help information public about select topics surrounding seasonal flu precautions.

  - **OSHA Fit Testing Procedures (Mandatory)**

  - **OSHA - General Description and Discussion of the Levels of Protection and Protective Gear** - This appendix sets forth information about personal protective equipment (PPE) protection levels which may be used to assist employers in complying with the PPE requirements of this section.

h. **Special Needs/At-Risk Populations Planning**

  - **ADA Guide for Local Governments - Making Community Emergency Preparedness and Response Programs Accessible to People with Disabilities** - One of the most important roles of local government is to protect their citizenry from harm, including helping people prepare for and respond to emergencies. Making local government emergency preparedness and response programs accessible to people with disabilities is a critical part of this responsibility. Making these programs accessible is also required by the Americans with Disabilities Act of 1990 (ADA). This brochure was created to assist local governments in achieving that goal.
- **American Red Cross - Disaster Preparedness for People with Disabilities** - designed to help people who have physical, visual, auditory, or cognitive disabilities to prepare for natural disasters and their consequences.

- **Collaborating Agencies Responding to Disasters (CARD)** - provides emergency preparedness and disaster response resources for nonprofits, faith organizations and community agencies serving our most vulnerable residents.

- **InclusivePreparedness.org** - There are a variety of organizations that have developed and contributed excellent resources emergency preparedness planning for persons with disabilities.

- **FEMA - Office of Disability Integration and Coordination (ODIC)** - Integrating and coordinating emergency preparedness, response and recovery for children and adults with disabilities and others with access and functional needs before, during and after a disaster.

- **National Organization on Disabilities (NOD) – Emergency Preparedness for Persons with Disabilities** - Following the attacks of September 11, 2001, NOD launched the Emergency Preparedness Initiative to help emergency managers address disability concerns during an emergency, and to ensure that people with disabilities are included in planning, response, and recovery.

- **Nobody Left Behind** - This is the clearinghouse for the research project, titled, Nobody Left Behind (NLB): Preparedness for Persons with Mobility Impairment. Information on the research methodology, data findings and conclusions, corresponding topics, recommendations for changes in the field, and much more are listed below in varying formats.

- **Ready.gov – People with Disabilities and Other Access and Functionality Needs** - All individuals, including people with disabilities, should take the time before a disaster to plan for survival at home, in a shelter, or elsewhere in the event of an actual emergency. In addition to Ready.gov’s recommended items to include in a basic emergency supply kit people with disabilities and other access and functional needs may wish to consider the following in their preparations.

- **Utah Disparities Office of Emergency Preparedness Resources – Multi-Lingual Library**

- **Office of Minority Health’s National Standards on Culturally and Linguistically Appropriate Services (CLAS)** - The CLAS standards are primarily directed at health care organizations; however, individual providers are also encouraged to use the standards to make their practices more culturally and linguistically accessible. The principles and activities of culturally and linguistically appropriate services should be integrated throughout an organization and undertaken in partnership with the communities being served.

- **Special Needs Populations Mapping for Public Health Preparedness** - The tool will help public health agencies to develop appropriate strategies for incorporating special needs populations into public health preparedness and response planning. Many of the strategies, practices, and resources provided here could be useful to other emergency response agencies in both the public and private sector and are applicable to any emergency response.

- **Conducting A Cultural Competence Self-Assessment** - Developed through a collaboration between SUNY/Downtown Medical Center, Beth Israel Deaconess Medical Center, Massachusetts Institute of Technology and the Public Health Foundation, this was created to assist healthcare organizations audit internal cultural competence, identify unique attributes to ensure access, appropriate treatment, and effective communication, and to reveal opportunities to attract more diverse populations.

- See also, **Community Health Center Tools and Resources** – CPCA’s Integrating Culturally Diverse Populations into Planning for & Responding to Emergencies (WebEx Recording), and NJPCA’s Special Needs PPT