

INCIDENT RESPONSE GUIDE

UTILITY FAILURE



UTILITY FAILURE

| MISSION | |
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| To safely manage resident care through effective and efficient nursing home operations during the loss of a major utility with the facility. | |
| DIRECTIONS | |
| <p>Read this entire response guide and use as a checklist to ensure tasks are addressed and completed. For each response period, all activated IMT positions should refer to their Job Action Sheet for additional actions. Each IRG is intended to be a starting point and not all inclusive. Customize to your facility.</p> <p><i>Note: Section duties and responsibilities remain the responsibility of the Incident Commander unless delegated.</i></p> | |
| OBJECTIVES | |
| <input type="checkbox"/> | Identify extent of outage and consider evacuation. |
| <input type="checkbox"/> | Maintain resident care capabilities. |
| <input type="checkbox"/> | Minimize impact on nursing home operations and clinical services. |
| <input type="checkbox"/> | Communicate the situation status to residents, staff, and the public. |

| RAPID RESPONSE CHECKLIST | |
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| <input type="checkbox"/> | Call 9-1-1 if the power outage causes or threatens a medical emergency (e.g., power is lost to a ventilator). |
| <input type="checkbox"/> | If the utility outage poses a risk to the safety of residents, staff or visitors, take actions to reduce/eliminate the threat without jeopardizing the safety of staff. |
| <input type="checkbox"/> | Report the outage to the appropriate utility company or repair vendor. |
| <input type="checkbox"/> | Activate facility's EOP and appoint a Facility Incident Commander (IC) if warranted. |
| <input type="checkbox"/> | Activate back-up power and/or emergency lighting if necessary. |
| <input type="checkbox"/> | Comfort and assess residents for signs of distress. |
| <input type="checkbox"/> | Account for all residents. |
| <input type="checkbox"/> | Notify appropriate state survey agency to report an unusual occurrence and activation of facility's EOP. |
| <input type="checkbox"/> | To the extent possible, mobilize emergency back-up power generators and necessary fuel for operation. Check with maintenance and security to ensure generators are operational. |
| <input type="checkbox"/> | Take all reasonable steps to protect food and water supplies and maintain a safe environment of care for residents and staff. |

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| RAPID RESPONSE CHECKLIST | |
|--------------------------|--|
| <input type="checkbox"/> | If the decision is considered to shelter-in-place or evacuate the facility, see SHELTER-IN-PLACE or the EVACUATION IRG . Consult other IRGs as appropriate to the situation causing the utility outage, e.g., flood. |
| <input type="checkbox"/> | <i>Add other response actions here consistent with the EOP Incident-Specific Annex.</i> |

| Immediate Response (0 – 2 hours) | | |
|----------------------------------|---|----------|
| IMT Position | Action | Initials |
| Incident Commander | Activate the nursing home emergency operations plan, utility failure procedures, the Nursing Home Command Center and appropriate Incident Management Team positions. | |
| | Establish operational periods, objectives, and regular briefing schedule. Consider using the NHICS 200: Incident Action Plan (IAP) Quick Start for initial documentation of the incident. | |
| | Determine the need for shelter-in-place or evacuation and activate appropriate procedures. | |
| | Consider limiting nonessential services. | |
| | Communicate with other health care facilities to determine situation status, ability to accept residents if transfer, nursing home abandonment, or evacuation is ordered. | |
| | Notify nursing home Chief Executive Officer, Board of Directors, state survey agency, and other appropriate internal and external officials of situation status. | |
| Liaison/PIO | Activate the communication plan and respond to media inquiries in coordination with law enforcement and the Incident Commander. | |
| | Prepare a media release to inform the community about the utility outage. | |
| | Maintain communication with residents, staff, and families regarding the current situation and what is being done to address it. | |
| | Update internet and social media to disseminate information about nursing home status and alteration in services to residents, staff, families, and stakeholders. | |
| | Monitor media outlets for updates on the incident and possible impacts on the nursing home. Communicate information via regular briefings to Section Chiefs and the Incident Commander. | |

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| Immediate Response (0 – 2 hours) | | |
|--|---|----------|
| IMT Position | Action | Initials |
| Liaison/PIO | Notify community partners in accordance with local policies and procedures (e.g., consider local emergency operations center, other area health care facilities, local emergency medical services, and healthcare coalition coordinator), to determine incident details, community status, and establish contacts for requesting supplies, equipment, or personnel not available in the facility. | |
| Safety Officer | Initiate emergency procedures to support nursing home and campus security in response to a utility outage | |
| | Complete the NHICS 215A to assign, direct, and ensure safety actions are adhered to and completed. | |
| Operations Section Chief | Ensure continuation of resident care and essential services. | |
| | Implement the Shelter-in-Place or Evacuation Plan as needed and in cooperation with the Incident Commander. | |
| | Conduct a census of residents, identifying those who are appropriate for discharge. | |
| | Prepare to implement emergency plans and procedures as needed (e.g., loss of power, cooling, water, HVAC, communications). | |
| | Consider partial or complete evacuation of the nursing home, or relocation of residents and services within the nursing home. | |
| | Coordinate with the Safety Officer to secure the nursing home and implement limited visitation policy. | |
| | Designate an area(s) to accommodate resident/staff family members/guardians seeking shelter including those who may be electrically dependent or have medical needs. | |
| | Activate Business Continuity Plan and procedures. | |
| | Implement tasks listed below if Branches are not activated. | |
| Resident Services Branch Director | Identify evacuation priorities and transfer requirements. | |
| | Implement downtime documentation procedures for resident care and incident management documentation as required. | |
| | Conduct a nursing home census and identify which residents may require transfers | |
| | Assess residents for risk and prioritize care and resources, as appropriate. | |
| Infrastructure Branch Director | Implement emergency support procedures to sustain critical services (i.e., power, water, medical gasses, communications) until utility restoration can be accomplished. | |

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| Immediate Response (0 – 2 hours) | | |
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| IMT Position | Action | Initials |
| Infrastructure Branch Director | In coordination with the Safety Officer, perform damage assessment to determine the impact and severity of utility outage. Complete a NHICS 251 - Facility System Status Report | |
| Planning Section Chief | Establish operational periods, incident objectives, and the NHICS 200: Incident Action Plan (IAP) Quick Start in collaboration with the Incident Commander. | |
| | Prepare for potential evacuation by researching available evacuation sites. | |
| | Gather <u>internal</u> situation status including supply and equipment status, current staff and nursing home census. | |
| | Initiate the gathering and validation of <u>external</u> situational status (weather, impact to roads, utilities, scope of damage) and infrastructure status for inclusion in the IAP. | |
| | Maintain and update the situational status boards and other documentation tools for timeliness and accuracy of information received. | |
| | Prepare for personnel and equipment tracking. | |
| | Monitor and document all actions and activities. | |
| | Prepare for resident tracking including resident transfers. | |
| Logistics Section Chief | Assess the impact of the utility outage on communications and information technology systems. | |
| | Initiate backup documentation systems if electronic systems are not functioning. | |
| | Respond to requests for supplies and equipment; distribute appropriate equipment throughout the nursing home (e.g., portable lights, flashlights, blankets). | |
| | Obtain supplies, equipment, medications, food, and water to sustain operations. | |
| | Refer to the Job Action Sheet for additional tasks. | |
| Finance/ Administration Section Chief | Activate vendor Memoranda of Understanding. | |
| | Track all costs and expenditures of response, and estimate lost revenues and other services. | |
| All Activated Positions – Refer to Job Action Sheets | | |

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| Intermediate Response (2 - 12 hours) | | |
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| IMT Position | Action | Initials |
| Incident Commander | Obtain assessment of staffing, equipment, and supply needs and the overall impact from the ongoing utility outage on resident care, remaining staff, and the nursing home. | |
| | Activate Medical Director/Specialist(s) if needed (e.g., Risk Management, Legal). | |
| Liaison/PIO | Continue media briefings and updates. | |
| | Continue briefings and situation updates with residents, staff, and families. | |
| | Update internet and social media to disseminate information about nursing home status and alteration in services to residents, staff, families, and stakeholders. | |
| | Continue to update local emergency management and the emergency operations center of situation status and critical issues, and to request assistance as needed. | |
| | Continue communications with area health care facilities and facilitate resident transfers. | |
| Safety Officer | Monitor, report, follow up on, and document resident or staff injuries. | |
| | Ensure staff food, water and rest periods. | |
| | Continue to provide nursing home security; develop plans to alter security services if phone or power is interrupted. | |
| | Conduct ongoing analysis of exiting response actions for safety issues, implement corrective actions, and update the NHICS 215A. | |
| Operations Section Chief | Ensure continuation of resident care and essential services. | |
| | Implement tasks listed below if Branches are not activated. | |
| Resident Services Branch Director | Continue the evaluation of residents and resident care; reevaluate the need to curtail or cancel nonessential services. | |
| | Reevaluate staffing needed to maintain essential services and to provide resident care. | |
| | Evaluate staff working in alternate roles and all supplemental staff. | |
| Infrastructure Branch Director | Continue to assess extent of damage or outage; if possible, provide the Incident Commander and Section Chiefs with projected length of the service interruption. | |
| | Initiate repairs as required. | |
| | Ensure nursing home cleanliness (as best as possible). Initiate special cleaning as necessary. | |

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| Intermediate Response (2 - 12 hours) | | |
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| IMT Position | Action | Initials |
| Infrastructure Branch Director | Continue to monitor the status of the physical plant and ensure the integrity of and/or restoration of utilities and communications. | |
| Planning Section Chief | Prepare the Incident Action Plan for the next operational period; engage all sections to provide updates on staffing and alterations in strategies and tactics. | |
| | Continue staff and equipment tracking. | |
| | Continue resident and bed tracking. | |
| | Ensure complete documentation of all postponed and canceled appointments and procedures. | |
| Logistics Section Chief | Continue to provide staff for essential operations. Activate the labor pool to obtain personnel resources as needed. | |
| | Establish sheltering and feeding services for staff and family/guardians. | |
| | Contact vendors to ensure provision of needed supplies, equipment, medications, water and food. | |
| | Refer to the Job Action Sheet for additional tasks | |
| Finance/ Administration Section Chief | Track hours associated with the emergency response. | |
| | Facilitate contracting for resources and services. | |
| | Track costs, staff hours, expenditures, and lost revenue. | |
| | Initiate screening and tracking of incoming volunteers and/or new personnel. | |
| | Refer to the Job Action Sheet for additional tasks. | |
| All Activated Positions – Refer to Job Action Sheets | | |

| Extended Response (greater than 12 hours) | | |
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| IMT Position | Action | Initials |
| Incident Commander | Continue to monitor operations, consider the length of onsite operations, and determine the need for expanded postponement of procedures. | |
| | With the Liaison/PIO, prepare to speak with residents, staff, visitors, media, and stakeholders. | |
| | Update the nursing home Chief Executive Officer, Board of Directors, state survey agency, and other appropriate internal and external officials of situation status. | |

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| Extended Response (greater than 12 hours) | | |
|---|---|-----------------|
| IMT Position | Action | Initials |
| Liaison/PIO | Continue to hold regularly scheduled media briefings in conjunction with the Joint Information Center (if applicable). | |
| | Address social media issues as warranted; use social media for messaging as situation dictates. | |
| Safety Officer | Update the Incident Action Plan Safety Analysis (NHICS 215A) for extended operations based on modifications in entry and exit points, visiting hours, entry onto campus, etc. for inclusion in the IAP. | |
| Operations Section Chief | Continue the evaluation of residents and the ability to provide resident care, and begin to plan for the restoration of impacted utilities. | |
| | Ensure that all documentation, including damage assessments, repair costs, and tracking materials, are submitted to the Planning Section. | |
| | Implement tasks listed below if Branches are not activated. | |
| Resident Services Branch Director | Continue the evaluation of residents and resident care, and begin to plan for restoration of normal staffing and services. | |
| | Provide behavioral health support for residents, families, and staff as needed. | |
| Infrastructure Branch Director | Continue to provide regular updates to Section Chiefs on repairs, restoration of services, or continued service interruptions. | |
| Planning Section Chief | Ensure that updated information and intelligence is incorporated into the Incident Action Plan. | |
| | Finalize and distribute steps for demobilization in the Incident Action Plan. | |
| | Continue equipment and personnel tracking, including resources transferred to other health care facilities. | |
| | Continue resident and bed tracking, including resources transferred to other health care facilities. | |
| | Ensure appropriate documentation of ongoing activities. | |
| | Collect and collate documentation of actions, decisions, and activities. | |
| Finance/ Administration Section Chief | Facilitate the procurement of supplies, equipment, medications, and contracting for nursing home clean up or repair. | |
| | Continue to record ongoing and projected costs from modifications in operations. | |
| All Activated Positions – Refer to Job Action Sheets | | |

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| Demobilization/System Recovery | | |
|--|---|----------|
| IMT Position | Action | Initials |
| Incident Commander | Determine nursing home status and declare termination of the incident. | |
| | Oversee the nursing home's return to normal operations. | |
| | Assess if criteria for partial or complete reopening of nursing home are met, and order reopening and repatriation of any evacuated residents. | |
| | With the Liaison/PIO prepare to speak with the media. | |
| Liaison/PIO | Conduct a final media briefing to provide incident resolution; work with the Joint Information Center (if applicable). | |
| | Maintain contact with the local emergency operations center, other area health care facilities, local emergency medical services, and regional medical health coordinator to relay status and critical needs to receive incident and community updates. | |
| | Continue monitoring of the utility failure impact to nursing home; coordinate information with the Operations Section. | |
| Safety Officer | Ensure entry and exit points are open and functioning. | |
| | Ensure fire doors and alarms are in working order. | |
| | Monitor and maintain a safe environment during the return to normal operations. | |
| | Report staff injury and illness for follow up by Finance/Administration Section Chief. | |
| | Maintain nursing home security and traffic control. | |
| Operations Section Chief | Oversee the restoration of normal resident care operations. | |
| | Oversee the restoration of essential services including internet connectivity and communications. Oversee the entry of information and data into electronic records if necessary. | |
| | If record keeping included the use of paper based records, ensure all clinical information is entered into electronic medical records. | |
| | Ensure residents, staff, and visitors have access to behavioral health support as needed. | |
| | Implement tasks listed below if Branches are not activated. | |
| Resident Services Branch Director | Repatriate evacuated or transferred residents. | |
| | Restore resident care and management activities, including the normal staffing plan. | |
| Infrastructure Branch Director | Complete a nursing home damage report, including the progress of repairs, and estimated timelines for restoration to pre-incident condition. | |

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| Demobilization/System Recovery | | |
|---|---|----------|
| IMT Position | Action | Initials |
| Infrastructure Branch Director | Schedule and oversee a test of the nursing home alarm systems. | |
| Planning Section Chief | Conduct debriefings or hotwash with: <ul style="list-style-type: none"> <input type="checkbox"/> Command Staff and section personnel <input type="checkbox"/> Administrative personnel <input type="checkbox"/> All staff <input type="checkbox"/> All volunteers | |
| | Write an After Action Report, Corrective Action, and Improvement Plans for submission to the Incident Commander, and include: <ul style="list-style-type: none"> <input type="checkbox"/> Summary of the incident <input type="checkbox"/> Summary of actions taken <input type="checkbox"/> Actions that went well <input type="checkbox"/> Actions that could be improved <input type="checkbox"/> Recommendations for future response actions | |
| | Prepare summary of the status and location of all incident residents, staff, and equipment. After approval by the Incident Commander, distribute as appropriate. | |
| Logistics Section Chief | Inventory all Nursing Home Command Center and nursing home supplies and replenish as necessary, appropriate, and available. Restock supplies, equipment, medications, food, and water to prevent inventories. | |
| | Release temporary staff and other personnel to normal positions. | |
| | Deactivate nontraditional areas used for sheltering and feeding and return to normal use. | |
| | Submit all section documentation to Planning Section Chief for compilation in After Action Report. | |
| Finance/ Administration Section Chief | Compile a final summary of all response and recovery costs and expenditures, and estimated lost revenues. Submit to the Planning Section Chief for inclusion in the After Action Report. | |
| | Contact insurance carriers to initiate reimbursement and claims procedures. | |
| | Coordinate with Risk Management for additional insurance and documentation needs, including photographs of damage, etc. | |
| All Activated Positions – Refer to Job Action Sheets | | |

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| Documents and Tools |
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| <p>Nursing Home Emergency Operations Plan, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Utility failure procedures <input type="checkbox"/> Communication plan <input type="checkbox"/> Security procedures <input type="checkbox"/> Business Continuity Plan <input type="checkbox"/> Evacuation procedures <input type="checkbox"/> Shelter-in-place procedures <input type="checkbox"/> Memoranda of Understanding with appropriate entities <input type="checkbox"/> Discharge policy <input type="checkbox"/> Behavioral health support procedures |
| <p>Forms, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> NHICS 200 – Incident Action Plan (IAP) Quick Start <input type="checkbox"/> NHICS 205 – Communications List <input type="checkbox"/> NHICS 214 – Activity Log <input type="checkbox"/> NHICS 215A – Incident Action Plan (IAP) Safety Analysis <input type="checkbox"/> NHICS 251 – Facility System Status Report |
| Job Action Sheets |
| Paper forms for down-time documentation, data entry, etc. |
| Access to nursing home organization chart |
| Campus floor plans, maps, and evacuation routes |
| Television/radio/internet to monitor news |
| Telephone/cell phone/satellite phone/internet/amateur radio/2-way radio for communication |