Monarch

EMERGENCY OPERATIONS PLAN

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TABLE OF CONTENTS

Note: Emergency Response Procedures are maintained in the Safety Manual.

GENERAL INFORMATION I. Overview
II. Incident Command System
III. Incident Command (Chain of Command)
IV. Sector Responsibilities
V. ICS Organizational Chart
VI. Command Center
VII. Identification of Key Operational Personnel
VIII. Emergency Operations Locations
IX. Alerting Personnel
X. Personnel Coordination
XI. Public Information
XII. Security
XIII. Specific Events Emergency Procedures (Overview)

ANNEX SECTIONS
1. Evacuation/Alternate Care Site Procedures
2. Electrical Power Disruption
3. Severe Weather Conditions
4. Water Loss
5. Mass Casualty Incident

EMERGENCY OPERATIONS PLAN

I. OVERVIEW

Because of the very nature of Monarch's operations, it is essential that arrangements be made to operate some of our locations at all times, even under unusual or adverse circumstances. These circumstances could be of natural causes such as severe weather (i.e., heavy snow, high winds, severe electrical storms, extended hot and dry conditions or flooding) or of manmade causes such as fire, exposure to hazardous materials, interruption of basic utilities, or acts of violence. The above-mentioned occurrences are not the only possible hazards; however, they do point out the need for versatility of the plan.

Monarch serves as a behavioral health resource for many communities. These relationships are detailed in the Emergency Operations plans of these jurisdiction(s). In addition, response to state emergencies is detailed in the State disaster plan.

This plan is designed to provide an organized response to these possible events, but in no way replaces the need for the good judgment of Monarch personnel.

The Monarch plan has been developed based on an All Hazards Incident Command System (HICS) with Annexes that address specific event activities.

The first section of this plan, **General Information**, provides Incident Command concept and instructional information needed for the effective response by the staff. It is intended that this information be reviewed on hire and annually as part of the orientation and education process and used as reference material during an actual event.

In addition, Annex sections and The Safety Manual are provided for specific events or tasks when more detailed information is needed to supplement the general ICS procedures.

II. INCIDENT COMMAND SYSTEM

Complex emergencies such as mass casualties, utility systems failures, fires, and othertraumatic scenarios create chaos to those being affected by the emergency. Without an organized method of emergency management, Monarch will be unable to stop the confusion created by fast moving emergencies.

The **Incident Command System (ICS)** provides an organized system of command, control, and coordination to deal with the confusion that develops in these emergencies. It is a management tool consisting of procedures for organizing personnel, facilities, equipment and communications at the scene of an emergency.

ICS is based on standard business practices (planning, directing, organizing, coordination, communicating, delegating and evaluating) and can be adapted to incidents involving a single focal point or those involving multi-faceted operations or demands on the facility or organization.

There are eight components of incident command that are key to handling any emergency event:

- **Common terminology** is used to create standard and consistent names for functions, facilities, and resources at any incident. (i.e., command, triage, patient treatment areas)
- **Modular organization** defines the top-down development of the organization and includes the following functions: Command, Operations, Planning, Logistics, and Finance. Command is always staffed and is responsible for any of the other functions that have not been delegated.
- **Integrated communications** provide for a coordinated communications plan and the use of clear instructions between the differing activities during the emergency. Primary communication will be landline phones and secondary communication will be cellular phones.
- **Unified command structure** involves the establishment of one central control point to direct and oversee the entire emergency operation.
- **Consolidated action plans** are the plans that define Monarch activities in conjunction with service specific activities. These activities must mesh together well to prevent confusion during emergency operations.
- **Manageable span of control** provides that proper supervision is being provided to those personnel involved in the emergency incident. The number of persons being supervised depends on the complexity of the task being monitored.
- **Designed incident facilities** such as the Command Center and Information Centers are used consistently for incidents so that all personnel will know where to report.
- **Comprehensive resource management** maximizes the use of available resources, consolidates like resources and reduces the communications load on the Incident Command Operation.

The Incident Command System is flexible enough to be used for incidents of any size with an organizational structure that can be adapted to the specific incident. The use ofthe incident command system is encouraged for any size incident so that personnel will be prepared to use it for the most chaotic of emergencies, but caution must always be exercised so that the system does not outgrow the event. Remember Command may maintain control of functions that do not need to be delegated.

The management structure of the ICS develops as the needs of an incident dictate. Delegated task assignments should be made **only** when a clear need exists.

Sections are used to divide the incident into more manageable size tasks. Command activates the operations, planning, logistics and finance sectors, as the emergency event escalates.

Under these sections, task assignments are established as needed for span of control concerns or to perform specific duties. When this is done, these divisions may be designated as geographical identifications (e.g., the administrative offices, a specific site, or a region), or functional activities (e.g., utilities management, resource distribution, public information or damage control).

III. INCIDENT COMMAND (CHAIN OF COMMAND)

Incident Command is the hub of an Incident Command System. This function consists of actions that direct, order, and/or control resources within the authority of the organization. It involves the establishment, assumption, and transfer of Command during an emergency event.

The initial Incident Commander will normally be the first person available from the Monarch leadership structure, commonly referred to as the "Chain of Command." The first person to take charge gathers all available information to make initial assumptions and determine to what extent the Incident Command System (ICS) will need to be established. That individual takes whatever actions are necessary to begin stabilizing the event.

These actions will normally involve:

- Coordination of initial response actions (damage control, person supported care)
- Activation of appropriate response plan
- Activation of emergency call back system
- Activation of command center, if needed

As other command personnel arrive, Command may be transferred, and/or the other ICS sector duties may be assigned.

Transfer of Command

Command cannot be transferred to someone who is not present at the incident. The transfer should be face to face or by appropriate communication means (i.e., phone or radio). This transfer should be done by providing the following information:

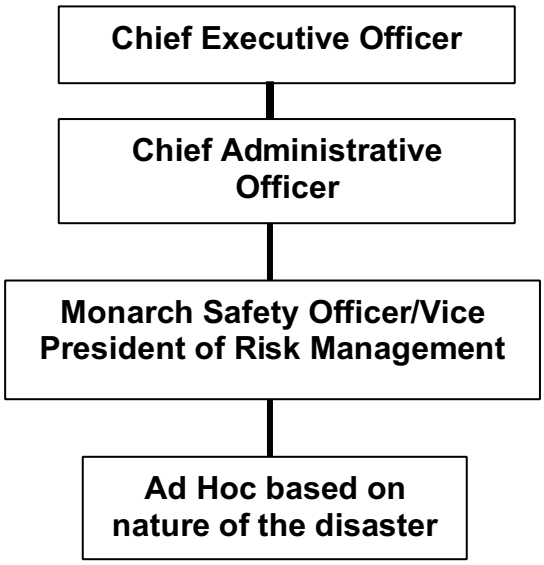
- The incident conditions
- The action plan
- Progress in completing goals and objectives
- Personnel assignments
- Appraisal of needs

Once command is transferred all other ICS sector leaders will be notified.

Chain of Command

The chain of command establishes the leadership structure of the organization. The Hierarchy structure is outlined in the following chart:

Chain of Command



The Monarch Safety Officer is also vested with authority to activate the plan pursuant to the Monarch Safety Policy in the absence of any other chain of command personnel.

Unified Command

Unified Command is the sharing of responsibility for the overall management of an incident. It may be used in complex incidents where sharing of the leadership role (team approach) will enhance the command function or when other agencies or organizations are supporting the emergency operations. In this situation the leaders of all the involved agencies function from the same command center. Even in a unified command there is still one person in charge of the event, this is the Incident Commander.

Command Support Functions

- Public Information Officer (PIO) is assumed by the Chief Development Officer or their designee. The PIO is responsible for media coordination and providing appropriate news releases as the Monarch spokesperson. In larger

events the PIO may function in The News Media Information Center but will maintain constant contact with Incident Command.

- Emergency Management Coordinator is the person assigned responsibility for the development of the Monarch Emergency Preparedness Plan. This person provides technical support and advice to Incident Command during an emergency.

- Liaison Personnel are the leaders of outside agencies responding to support Monarch with the emergency event. They will coordinate their activities with Incident Command. They will be part of Unified Command when appropriate.

- Communication/Clerical Support personnel are assigned to support the Incident Command activities. These persons will receive and track operations information and manage the communication equipment (i.e., phones, radios, and computers).Primary communication will be landline phones and secondary communication will be cellular phones.

IV. SECTOR RESPONSIBILITIES

Section duties will be assigned to the most appropriate available person. As higher ranking or more experienced personnel arrive, control of these sections may be transferred. This transfer should be done by providing the same information as defined in the transfer of Incident Command. These include:

- The incident conditions
- The action plan
- Progress in completing goals and objectives
- Personnel assignments
- Appraisal of needs

Operations

The operations function is responsible for management of all operations during the incident. These are the more immediate and direct actions for responding to, and/or correcting the problems caused by an incident that affect operations. This usually involves the direction of numerous tasks focused at addressing very specific parts of the problem.

Planning

The planning function is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources.

Additionally, this section is responsible for coordinating staff needs, monitoring of recovery planning activities and coordination of the labor pool.

Logistics

The logistics function is responsible for organizing and providing facilities, services, and materials for the incident. It is responsible for addressing facility operations problems caused by the incident. This function is also intended to be the procurement service for the needs of the other emergency response functions.

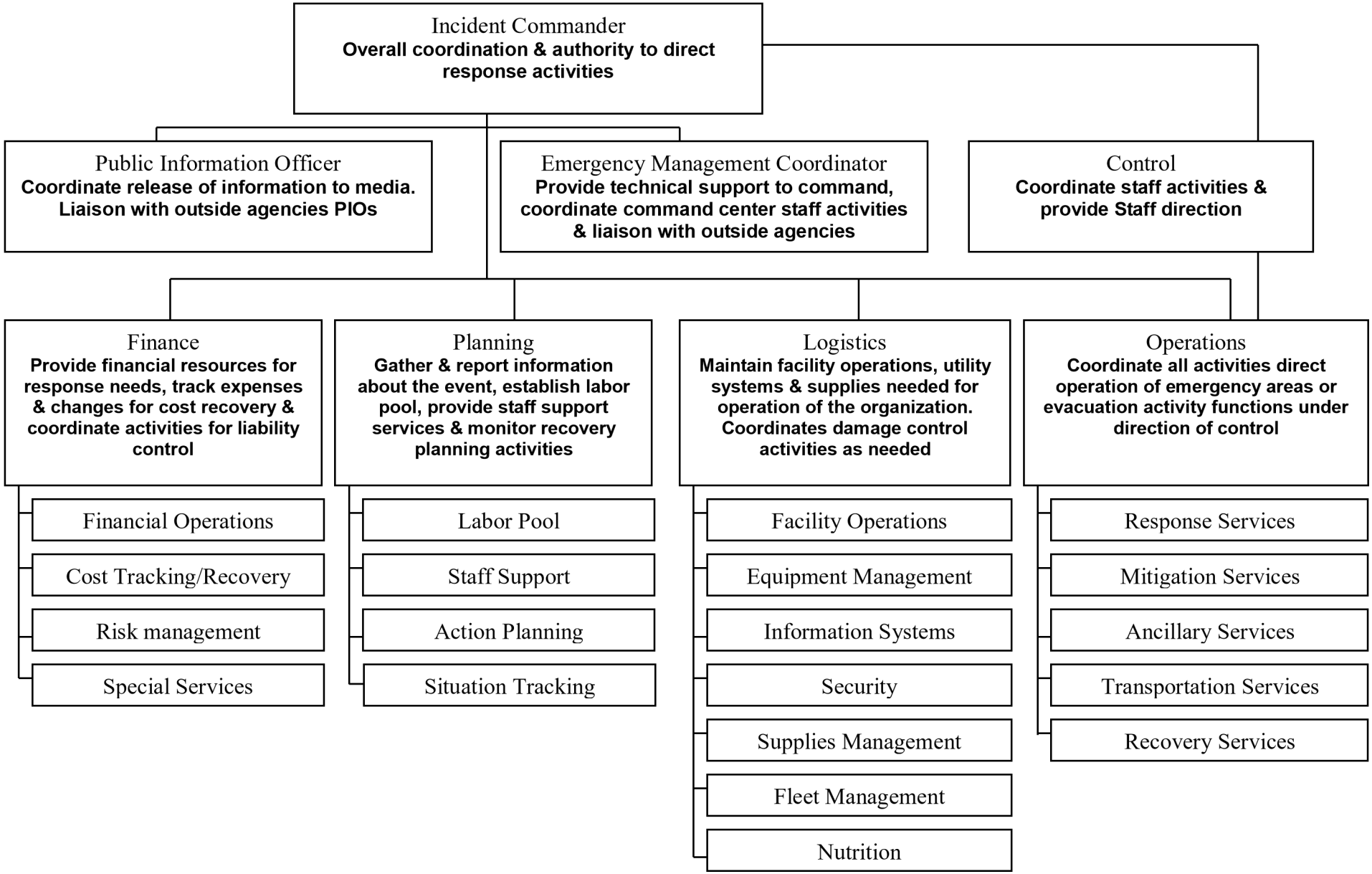
Finance

The finance function is responsible for tracking all incidents cost and evaluating the financial consideration of the incident. In addition, this function is also responsible for locating and obtaining all financial services needs created by the incident. The record keeping performed by this function will be critical for cost recovery through billing of services or requesting of disaster aid from governmental sources in the event of major disasters.

V. ICS ORGANIZATIONAL CHART

The Chart on the following page outlines the structure and responsibilities, established by the Incident Command System that will most commonly be used during incidents at Monarch.

INCIDENT COMMAND SYSTEM STRUCTURE



VI. COMMAND CENTER

The Primary Command Center has been designated to provide optimum communications and control capabilities during emergency situations. This area has been equipped with appropriate telephones and Computer outlines. The primary location is used as the central point to coordinate all emergency operations, functions and is located ad hoc based on area of disaster.

VII. IDENTIFICATION OF KEY OPERATIONAL PERSONNEL

Should a physical command center be initiated those personnel will be deemed Incident response personnel with the assignment title to be provided to all persons in an ICS role (i.e., incident command, logistics, operations) or specific key task (i.e., Safety Officer, public information officer, security).

In addition to the all hazards tasks, vests will also be provided to those key tasks identified in specific event plans (i.e., transportation, hazardous materials coordinator, safety).

VIII. EMERGENCY OPERATIONS LOCATIONS

Key emergency operations functions require the establishment of facilities to accomplish their goals. A listing of these areas and their telephone numbers are located in the emergency preparedness plan-site specific. The functions of these areas are detailed in the specific sections of the plan that pertain to their activation.

IX. ALERTING OF PERSONNEL

- Organizational personnel will be alerted by phone. When, in the judgment of the Incident Commander, a general announcement is not appropriate he or she may notify needed personnel by alternate means (i.e., e-mail messenger or text). Primary communication will be landline phones and secondary communication will be cellular phones.

The senior staff on site will call the key personnel on the On-Call Rotation List immediately upon notification of the situation, starting with the top of the list, and will annotate any person that cannot be reached and report the call-back status to the incident command center.

Each Department is responsible for maintaining up-to-date call-back procedures and lists. Twenty-four (24) hour operation departments will activate their own call-back procedures. The senior staff on site will make initial contact with non-twenty-four-hour (24) departments as per their plan.

X. PERSONNEL COORDINATION

All staff that have been assigned emergency response duties should report to their designated location and begin these activities under the direction of their designated supervisor.

From there they will be assigned duties as requested or received from the command center.

XI. PUBLIC INFORMATION

In the event of an unusual occurrence involving Monarch, it is important that concise, accurate and properly directed information be provided. This information may be directed to the general public by means of the news media or directly to the relatives or friends of victims of mass casualty or other situations. To ensure this, information will be distributed only through officially designated personnel. **INFORMATION IS NOT TO BE GIVEN OUT BY PERSONNEL NOT ASSIGNED TO THIS DUTY.**

Reference Monarch's Media Policy.

XII. SECURITY

In the event of an adverse and/or unusual situation involving Monarch, it may be necessary to increase the security control procedures above those taken on a routine basis. These may include increased traffic control, exclusion of unauthorized visitors from facilities, increased control of personnel flow into restricted areas, and increased level of awareness by the staff. During these situations, staff may be required to enter and exit through designated doorways and be subject to baggage check procedures. In addition, visiting hours may be curtailed and the incident command system may be activated. Specific instructions for security alerts should be obtained from the NC Emergency Management website and from the security emergencies annex of this plan.

In addition, events could occur that cause law enforcement officials to restrict access to the affected area. For this reason, all personnel should carry Monarch identification badges to assist with passage through police lines.

XIII. SPECIFIC EVENTS EMERGENCY PROCEDURES

Due to regulatory requirements, or the complexity and/or magnitude of some types of events, specific procedures must be provided in addition to those in the "all hazards" checklists and general response information. The number and level of detail of specific procedures will vary in each department's or function's plan based on its responsibilities in the emergency management process. These procedures are maintained in the Annex sections of the plan.