Los Angeles County Disaster Preparedness Resource Guide for Long-Term Care Health Facilities
ACKNOWLEDGEMENTS

Los Angeles (LA) County Emergency Medical Services (EMS) Agency would like to thank the many long-term care providers that provided input toward this guide through regional planning forums and the Long-Term Care Facilities Disaster Preparedness Project Core Group.

The LA County Department of Health Services (DHS) Emergency Medical Services (EMS) Agency and the following staff members were instrumental in the organization, production, and completion of this project:

- Kay Fruhwirth, EMS Assistant Director
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- Jacqueline Rifenburg, Disaster Resource Center Program Manager
- Moniek Pointer, Pandemic Influenza Hospital Coordinator

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INTRODUCTION

The LA County Disaster Preparedness Resource Guide for Long-Term Care Health Facilities is provided by the LA County EMS Agency as a planning adjunct and quick reference tool for LA County skilled nursing facilities (SNFs). This guide is designed to assist facilities to prepare and respond effectively to common emergency situations. There are three unique sections in this document: Foundational Knowledge, Planning Resources, and Disaster Response Checklist.

- The Foundational Knowledge section provides a brief description of essential emergency program concepts
- The Planning Resources section contains LA County-specific information, as well as some useful templates for SNFs to incorporate into their existing emergency operations manual
- The Disaster Response Checklists are designed as a “quick glance” reference tool for staff who are dealing with emergent situations

These checklists can be customized and easily reproduced so that a copy can be kept at multiple workstations and other locations in the facility. The events in this checklist section are arranged alphabetically, but facilities may choose to reorganize them with their high-risk events or severe threats arranged in front. This and other customization are encouraged.

The success of a facility’s response in a disaster can be increased with preparation and practice, therefore it is highly encouraged that providers READ this guide thoroughly, UPDATE it with information specific to their facility, and TRAIN with it during exercises with colleagues and facility staff. Additionally, this guide references the Nursing Home Incident Command System (NHICS) as a foundational framework for facilities during all-hazards emergency planning and response efforts. NHICS is a flexible standardized approach that can be integrated into existing disaster plans. This system is used by nursing facilities and other long-term care facilities, regardless of their size or resident care capabilities, to improve their efficiency and interoperability with other response partners.

This guide, produced and distributed May 2012, is not intended to be a replacement for legal advice and guidance in emergency situations. We hope that your staff will find it helpful.
Foundational Knowledge
Emergency activities are divided into four phases that require different types of organization, preparation, and action.

Mitigation is the initial phase. It is considered long before the emergency occurs and includes activities aimed at eliminating or reducing the probability of an emergency or disaster before they happen. An example of this kind of preemptive mitigation is the regulation that prohibits the transportation of hazardous carcinogens through congested urban areas. Mitigation also includes activities designed to postpone, dissipate, or lessen the effects of a disaster or emergency such as bolting book shelves and TVs to the wall to lessen their risk of falling during an earthquake.

Preparedness is an “insurance policy” against emergencies since we cannot mitigate every disaster. Preparedness activities include planning and training to ensure that the most effective, efficient response strategies are employed when an event occurs. Some examples of such activities are:

- Forecasting and warning systems
- Establishing plans and agreements with other facilities/suppliers
- Stockpiling supplies
- Conducting emergency training for all staff

Response is the phase that occurs at the onset of a disaster. It involves emergency assistance for casualties, search and rescue, shelter, and medical care. Reducing the probability or extent of secondary damage through measures such as evacuation, shelter in place preparation, or other actions are also part of response and will enhance recovery operations and subsequent resumption of services.

Recovery activities continue beyond the emergency period immediately following the disaster. Their purpose is to return all systems, both formal and informal, to normal. They can be broken down into short-term and long-term activities. Short-term activities attempt to return vital systems to minimum operating standards and usually encompass approximately a two-week period. Long-term activities will stabilize and restore all systems. These include such functions as repairs, redevelopment loans, legal assistance; which, can last for years after a disaster.
Nursing Home Incident Command System (NHICS)
The Incident Command System (ICS) is part of the emergency management system at all jurisdictional levels (federal, state, and local). It is part of the National Incident Management System (NIMS) and California’s Standardized Emergency Management System (SEMS). It is a framework for response during large-scale events that is standard in the field of disaster response. ICS has been simplified and adapted for use by long-term care facilities, and is called the Nursing Home Incident Command System or NHICS and is referenced throughout this guide.

By employing the concepts of incident command design outlined in NHICS, a long-term care health facility is positioned to be consistent with NIMS and to participate in a system that promotes national standardization in terminology, response concepts, and procedures.

The NHICS incident management team chart illustrates how authority and responsibility is laid out during an activation of the emergency plan. In traditional Incident Command, there are five sections:

- Command
- Operations
- Planning
- Logistics
- Finance

Providers are encouraged to identify primary and alternate personnel who would fill the key NHICS roles identified on the worksheet on page 8 and to train all staff that when there is an activation of the emergency operation plan, there should be an activation of NHICS as well. Additional information and training materials for NHICS are available at www.cahfdisasterprep.com.
NURSING HOME INCIDENT MANAGEMENT CHART WORKSHEET

Incident Commander
Name: ____________________
Telephone: ________________

Public Information Officer
Name: ____________________
Telephone: ________________

Safety Officer
Name: ____________________
Telephone: ________________

Medical Director/Specialist
Name: ____________________
Telephone: ________________

Liaison Officer
Name: ____________________
Telephone: ________________

Operations Section Chief
Name: ____________________
Telephone: ________________

Planning Section Chief
Name: ____________________
Telephone: ________________

Logistics Section Chief
Name: ____________________
Telephone: ________________

Finance Section Chief
Name: ____________________
Telephone: ________________
THE ROLE OF PUBLIC HEALTH AND MEDICAL SYSTEM COORDINATION IN EFFECTIVE EMERGENCY MANAGEMENT

In the California public health and medical system, coordination of the various functions is done at the local operational area (county), the mutual aid region, and the State levels. Within the operational area, the medical and health coordination for both public and private entities is handled by the Medical and Health Operational Area Coordinator (MHOAC). In LA County, the EMS Agency performs this role, with the EMS Agency Director designated as the MHOAC. The EMS Agency also functions as the lead county agency for all medical needs, including emergency medical services. The LA County Department of Public Health (DPH) functions as the lead county agency for public health needs such as response to disease outbreaks.

In the case of a widespread event involving multiple sites of impact, the LA Country EMS Agency along with LA County DPH will provide the overall coordination for resource requesting, obtaining situational awareness, and providing information horizontally and vertically within the medical and health coordination network. These activities are conducted through the activation of the Medical Alert Center (MAC), and the Department Operation Centers of LA County DHS, and LA County DPH.

When SNFs require help with disaster response and recovery, the LA County DPH Health Facilities Inspection Division (HFID) will be the point of contact for requests for assistance and/or information. If the HFID needs additional resources to assist the impacted SNF, it will coordinate with the MHOAC, and/or the DHS (see page 19 for more information on the role of HFID and how to access them).

DISASTER RESOURCE CENTERS

The Disaster Resource Center (DRC) Program was developed to assist the healthcare community to work together regionally in LA County on emergency preparedness and response. Thirteen hospitals have been designated within 10 geographic regions in LA County as Disaster Resource Centers (DRCs) to work with their surrounding health care facilities in planning, training, exercises, and facilitating a regional disaster plan. Skilled nursing facilities can participate in this regional planning and utilize their local DRC as a resource when developing their facility’s disaster program. For more information on the DRCs, contact the LA County Disaster Resource Center Program manager at (562) 347-1645. For a list of all the LA County DRCs go to page 23.
Mass Medical Care Model

OVERVIEW

BACKGROUND
The intent of the LA County Mass Medical Care Model is to plan for a medical surge (when demand for care exceeds available resources) caused by a pandemic or other sustained community-wide communicable disease outbreak. However, in recognizing that a Mass Medical Care Model should be “all hazards” this framework identifies key operational steps and coordinated strategies for health facilities to meet the care needs of the community during a medical surge related to any disaster. The top three hazards identified for LA County are earthquakes, wildland/urban interface fires and pandemic influenza. In any of these catastrophic events, SNFs in LA County may be asked to participate in the management of medical surge.

GOALS AND OBJECTIVES
The purpose of this model is to ensure the optimal care of patients in the most appropriate healthcare setting without causing an undue hardship on other entities along the healthcare spectrum. To meet this purpose, several strategies have been identified.

The goal of these surge strategies is to:
● Ensure the continuity of business operations at all healthcare facilities
● Increase capacity to meet the anticipated increased demand due to surge

The surge strategies fall under three main resource areas to meet these goals:
● Capacity (space): Increase the ability to maintain operations and/or take on additional residents
● Personnel (staff): Increase the ability to maintain staffing levels and/or expand the workforce
● Medical Material (stuff): Ensure adequate supplies and equipment

IMPLEMENTATION AND WAIVERS
The surge strategies identified in this Mass Medical Care Model were identified by a collaboration of key healthcare system stakeholders. In a review of these methods, several state and federal regulations were identified as potential barriers to full implementation of the surge strategies. While this Mass Medical Care framework identifies surge strategies to be taken during a disaster response, it also identifies the regulations that would need to have regulatory authorization, program flexibility or suspension in order to fully implement this framework.
HOW TO USE THIS FRAMEWORK

Facilities would use this document to:

- Review documents of pre-identified surge strategies (pages 14-16) based on space, staff and stuff and identify the possible barriers that may exist for implementation
- Identify the appropriate communication, notification, and status reporting process
- Identify the appropriate resource requesting process
- Clarify the procedures for notifying Los Angeles Department of Public Health, Health Facilities Inspection Division (HFID) in an appropriate and expedient manner

SURGE MONITORING DIAGRAM COLOR DESCRIPTIONS*

The designations of the surge monitoring colors will be made by the authorized designee from the skilled nursing or the long term care facility in the local jurisdiction. Below is a description of each of the five facility levels of surge.

- **Green** (normal operations): Facility is operational and in usual day-today status. No assistance from the jurisdiction required.
- **Yellow** (under control): Facility is experiencing a surge and is able to manage the situation within its organization. No assistance from the jurisdiction required.
- **Orange** (modified services): Facility is experiencing a surge and has begun to modify its services. Some assistance from the jurisdiction required.
- **Red** (limited services): Facility is not capable of meeting the demand for care but is able to offer limited services and requires assistance from the jurisdiction.
- **Black** (essential services): Facility is not capable of meeting the demand for care.

*Surge diagram colors and descriptions were adapted from the CDPH Standards and Guidelines Foundational Knowledge
KEY RESPONSE AND SURGE STRATEGIES

Primary goal: Maintain operations and continue to provide care to current residents in order to benefit the community health system by preventing a surge of residents to acute care facilities.

In cases of pandemic disease, facilities will need to decide if, when, and how they will accept patients who may be infectious and what safeguards they will use to avoid the spread of infection.

The ability of skilled nursing facilities to keep and cohort their current infectious residents will decrease the surge of patients to acute care. This will reduce the stress of medical surge on the healthcare continuum.

INDICATORS

- Approaching/anticipating the point of no longer being able to provide adequate care or unable to provide the necessary care (SNF: 22 CCR 72515, 42 CFR 483.25 / OBRA ’87; subacute: 22 CCR 51215.5)
- Approaching/anticipating the point of no longer being able to maintain a minimum 3.2 nursing hours per patient day (22 CCR 72329)
**SPACE—Surge Strategies for SNFs**  
**Objective:** Increase the ability to maintain operations and/or take on additional patients by repurposing the use of space

<table>
<thead>
<tr>
<th>Strategy/Implementation Steps</th>
<th>Regulatory Considerations</th>
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<tbody>
<tr>
<td>Cohort Patients: Group like-patient types together to maximize efficient delivery of patient care</td>
<td>● Maintaining all infection control precautions and procedures</td>
</tr>
<tr>
<td>Use licensed space for other types of patients, if applicable (use of SNF bed for sub-acute and vice versa)</td>
<td>● 22 CCR 72603: Spaces approved for specific uses at the time of licensure shall not be converted to other uses without the approval of California Department of Public Health (CDPH)</td>
</tr>
</tbody>
</table>
| Convert common areas into patient care, add the use of cots, beds, or other sleeping surfaces  
  • Cafeterias  
  • Recreation areas  
  • Lounges  
  • Lobbies  
  • Rooms with unlicensed beds  
  • Unused spaces  
  • Other | ● 22 CCR 72607(b): Patients shall not be housed in areas which have not been approved by CDPH for patient housing and which have not been given a fire clearance by the State Fire Marshal |
| Transfer patients to lower level of care (e.g. RCF) or discharge patients to family residents, temporarily | ● Have agreements in place with facilities that provided lower levels of care  
● Pre-identify which patients may be able to be temporarily discharged to their families |
| Increase bed capacity of existing patient rooms  
  • Convert single rooms to double rooms  
  • Convert double rooms to triple rooms | ● 22 CCR 72607(a): A facility shall not have more patients or beds set up for use than the number for which it is licensed except in the case of emergency when temporary permission may be granted by the CDPH director or designee |
| Designate wards or areas of the facility that can be converted to negative pressure or isolated from the rest of the ventilation system for cohorting infectious patients  
Use these areas for infectious patients to minimize disease transmission to uninfected patients | ● 22 CCR 72603: Spaces approved for specific uses at the time of licensure shall not be converted to other uses without the approval of CDPH  
● 22 CCR 72321: Prohibits a skilled nursing facility from admitting or treating any patient with an infectious disease unless that patient can be accommodated in a room vented to the outside  
● 8 CCR 5199-E: Aerosol Transmissible Disease Standard – Requires use of appropriate PPE |
### STRAFF—Surge Strategies for SNFs

**Objective:** Increase the ability to maintain staffing levels and/or expand the workforce

<table>
<thead>
<tr>
<th>Strategy/Implementation Steps</th>
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<tbody>
<tr>
<td>Rely on existing staff</td>
<td>• CA Industrial Welfare Commission Order # 4-2001, 3(B) (9)-(10) outlines the number of hours that healthcare personnel may work during a healthcare emergency</td>
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<tr>
<td>• Increase the number of hours per work shift</td>
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<tr>
<td>• Call in off duty and/or per diem staff</td>
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<tr>
<td>• Reassign licensed administrative staff to patient care roles</td>
<td></td>
</tr>
<tr>
<td>Call upon external sources for temporary staff</td>
<td>• 22 CCR 72535 states this requirement for skilled nursing and intermediate care facilities. Long-term care health facilities are required to document a health screening, including tuberculosis PPD test, within 7 days of hiring or 90 days prior to an employee's start-date</td>
</tr>
<tr>
<td>• Nurse staffing agencies</td>
<td></td>
</tr>
<tr>
<td>Request additional staffing resources through the Standardized Emergency Management System (SEMS) structure.</td>
<td>• Long-term care health facilities are required to document a health screening, including tuberculosis PPD test, within 7 days of hiring or 90 days prior to an employee's start-date. 22CCR 72535 states this requirement for skilled nursing facilities; 22 CCR 72535 states this requirement for intermediate care facilities. Unless waived or flexed by CDPH Licensing &amp; Certification, this requirement must be met during a healthcare surge and a health screening process should be incorporated into the facility's plan for acceptance and assignment of staff</td>
</tr>
<tr>
<td>Identify which functions can be performed by:</td>
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<tr>
<td>• Community-based organization</td>
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<tr>
<td>• Volunteer Staff</td>
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<tr>
<td>• Family members</td>
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<tr>
<td>• Private contractors</td>
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### STUFF—Surge Strategies for SNFs

**Objective:** Ensure adequate supplies and equipment

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<tbody>
<tr>
<td>Have enough pharmaceuticals to be self-sufficient to operate at or near full capacity for a minimum of 72 hours, with a goal of 96 hours</td>
<td>• CA HSC Sections 1261.5 and 1261.6, 22 CCR 72377, and 22 CCR 73375 limit the number of drugs a skilled nursing facility or intermediate care facility can maintain beyond patients’ current supply of medication</td>
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<tr>
<td>PPE: Provide appropriate personal protective equipment and training for all staff:</td>
<td>• Identify/streamline process for use of PPE including guidelines for reuse and fit testing</td>
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<tr>
<td>• Identify/streamline process for use of PPE including guidelines for reuse and fit testing</td>
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<tr>
<td>Request additional supplies and equipment resources through the Standardized Emergency Management System (SEMS) structure</td>
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<tr>
<td>Contact local vendors for resupply, while utilizing conservation measures in supplies and equipment</td>
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<tr>
<td>Have enough supplies and equipment to be self-sufficient to operate at or near full capacity for a minimum of 72 hours, with a goal of 96 hours</td>
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*Note: the ability to implement strategies is facility-dependent.*
<table>
<thead>
<tr>
<th>Normal Operations</th>
<th>Under Control</th>
<th>Modified Services</th>
<th>Limited Services</th>
<th>Essential Services</th>
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<tbody>
<tr>
<td><strong>SPACE</strong></td>
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<tr>
<td>All licensed beds are filled appropriately</td>
<td>Increase bed capacity of existing patient rooms i.e. 2 patients in single room, 3 patients in a double room. While providing appropriate care, equipment &amp; support. Taking into consideration</td>
<td>Utilizing licensed space for other type patients, as long as appropriately equipped and staffed for the care being given</td>
<td>Convert common areas (e.g., cafeterias, recreation areas, lounges, lobbies), rooms with unlicensed beds or unused spaces into patient care, by adding the use of cots, beds, or other sleeping surfaces while providing adequate care, equipment and support. Taking into consideration patient privacy and infection control</td>
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<tr>
<td><strong>STAFF</strong></td>
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<tr>
<td>Calling in off-duty staff</td>
<td>Call upon external sources for temporary staff (e.g. Nurse staffing agencies) Increase the number of hours per work shift</td>
<td>Reassign licensed administrative staff to patient care roles</td>
<td>Request additional staffing resources through the Standardized Emergency Management System (SEMS) structure</td>
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</table>

**Synopsis of Surge Strategies**

- **Normal Operations**: All licensed beds are filled appropriately.
- **Under Control**: Increase bed capacity of existing patient rooms i.e. 2 patients in single room, 3 patients in a double room. While providing appropriate care, equipment & support. Taking into consideration.
- **Modified Services**: Utilizing licensed space for other type patients, as long as appropriately equipped and staffed for the care being given. Designate wards or areas of the facility that can be converted to negative pressure or isolated from the rest of the ventilation system for cohorting contagious patients. Cohort Patients: Group like-patient types together to maximize efficient delivery of patient care.
- **Limited Services**: Convert common areas (e.g., cafeterias, recreation areas, lounges, lobbies), rooms with unlicensed beds or unused spaces into patient care, by adding the use of cots, beds, or other sleeping surfaces while providing adequate care, equipment and support. Taking into consideration patient privacy and infection control. Transfer patients to lower level of care (e.g. RCF) or discharge patients to family residents, temporarily.
- **Essential Services**: Request additional supplies and equipment resources through the Standardized Emergency Management System (SEMS) structure.
WORKING WITH THE LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH, HEALTH FACILITIES INSPECTION DIVISION

The LA County DPH HFID has the authority and responsibility for the licensing and certification of health facilities and ancillary health services in LA County, including hospitals, nursing facilities, intermediate care facilities, and homes for people with developmental disabilities. Although LA County DPH HFID is not a response agency when an emergency event impacts the health facilities that it oversees, the agency monitors services to residents of those facilities and intervenes when necessary to ensure the safety of residents.

All licensed facilities are required to:
- Have a detailed written plan to deal with all emergencies
- Know how to execute that plan during emergency events
- Report all unusual occurrences to the LA County DPH HFID that threaten the welfare, health or safety of patients, personnel, or visitors

When an emergency event is threatening to impact a licensed health facility in its jurisdiction, the LA County DPH HFID will contact the facility to determine its status in relationship to the event. This contact will be by phone if possible, and the facilities will be asked:
- What is the current and projected status in relationship to this emergency?
- What are the plans for dealing with this emergency
- Does the facility have resource needs such as transportation or critical supplies?

The expectation of LA County DPH HFID is that providers will execute plans to deal with all emergencies and in the case of a threatened evacuation will have identified their relocation site ahead of time and be prepared for evacuation. LA County DPH HFID cannot assist with the actual transfer of any occupants.

During a wide spread event when coordination of resources is required, the LA County DPH HFID can assist with the identification of available beds for displaced residents and work with the LA County DHS to authorize medical transport for Medi-Cal recipients. LA County DPH HFID can also refer facility requests for emergency resources to the LA County DHS, Department Operations Center.
If impacted or receiving health facilities need to house patients in alternative areas or in numbers exceeding licensed capacity, they must seek permission from the LA County DPH HFID in advance of this situation if possible. When seeking this permission, facilities will need to be prepared to explain:

- How will the receiving health facility provide care to those impacted patients including those with special needs (summarized plan)
- Why the plan is the best alternative to provide for the health and safety of the residents in this situation
- How the rights of the residents in their care will be protected
- What is the projected duration of the temporary relocation

If this plan is approved, LA County DPH HFID will then give temporary permission to the facility to execute that plan, or will work with the facility to identify an alternate plan.

**When to contact:** Immediately upon recognizing emergency conditions that have the potential to impact residents’ health and safety.

**Whom to contact:** During working hours contact the district office to which you are assigned. You can find out which district office covers your city by going to: [http://publichealth.lacounty.gov/hfd/howto.htm](http://publichealth.lacounty.gov/hfd/howto.htm)

**After hours:** LA county 24-hour emergency number at (213) 974-1234. The LA County DPH HFID duty officer will in turn be contacted.
COMMUNICATIONS AND RESOURCE REQUEST

Coordination

- With City EOC for non-medical resource requests
- For medical resource requests, coordinate with the LA County DPH HFID
- Report to LA County DPH HFID

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>PHONE</th>
<th>FAX</th>
<th>E-MAIL</th>
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<tbody>
<tr>
<td>City EOC</td>
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<tr>
<td>LA County DPH HFID</td>
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<tr>
<td>LA County EMS Agency</td>
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<tr>
<td>Medical Alert Center (MAC)</td>
<td>(866) 940-4401</td>
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</table>

* Complete the above chart with your city and HFID district office information.
Planning Tools

Self-Assessment Checklist EOP
- California Association of Health Facilities, Disaster Preparedness Program
  www.cahfdownload.com/cahf/dpp/FirstThingsFirst.pdf

Hazard Vulnerability Analysis
- California Association of Health Facilities, Disaster Preparedness Program
  http://cahfdisasterprep.com/PreparednessTopics/AllHazardResourcesGuides.aspx
- Kaiser Permanente Medical Center Hazard and Vulnerability Analysis
  www.njha.com/ep/pdf/627200834041PM.pdf
- California Hospital Association HVA Tool
  www.calhospitalprepare.org/hazard-vulnerability-analysis

Nursing Home Incident Command System (NHICS)
- California Association of Health Facilities, Disaster Preparedness Program
  www.cahfdisasterprep.com/NHICS.aspx

Preparedness Tools and Exercises
- California Association of Health Facilities
  www.cahfdisasterprep.com/PreparednessTopics.aspx
- California Medical and Health Exercise
  www.californiamedicalhealthexercise.com/
- Golden Guardian
  www.calema.ca.gov/TrainingandExercises/Pages/Golden-Guardian.aspx
- The Great California Shakeout
  www.shakeout.org/
Contact List for Planning

GOVERNMENT

California Department of Public Health, Licensing and Certification
- Office: (800) 236-9747 / (916) 552-8762
- www.cdph.ca.gov/programs/LnC/Pages/LnC.aspx

Los Angeles County Department of Public Health
- Health Facilities Inspection Division: (800) 228-1019 / (323) 869-8500
- Emergency Preparedness and Response Program 24/7: (213) 989-7140
- Biological Incident Reporting to Acute Communicable Disease Control: (213) 240-7941
- Duty officer email: phemergdesk@ph.lacounty.gov
- http://publichealth.lacounty.gov

Los Angeles County Department of Health Services Emergency Medical Services Agency
- 24/7 Medical Alert Center (MAC): (866) 940-4401
- Duty officer email: laemsadutyofficer@dhs.lacounty.gov
- http://ems.dhs.lacounty.gov

Los Angeles County Department of Mental Health
- 24/7 hotline: (888) 854-7771
- http://dmh.lacounty.gov

Los Angeles County Department of Coroner
- 24/7 hotline: (323) 343-0714
- http://coroner.lacounty.gov
### DISASTER RESOURCE CENTERS

For further information on DRCs contact:

Jacqueline Rifenburg, RN, MICN
Disaster Resource Center Program Manager
jrifenburg@dhs.lacounty.gov
(562) 347-1645

<table>
<thead>
<tr>
<th>Code</th>
<th>Hospital Name</th>
<th>Address</th>
<th>City</th>
<th>Zip</th>
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<tbody>
<tr>
<td>CAL</td>
<td>California Hospital Medical Center</td>
<td>1401 S. Grand Avenue</td>
<td>Los Angeles</td>
<td>90015</td>
</tr>
<tr>
<td>CHH</td>
<td>Children’s Hospital of Los Angeles</td>
<td>4650 W. Sunset Boulevard</td>
<td>Los Angeles</td>
<td>90027-6062</td>
</tr>
<tr>
<td>CSM</td>
<td>Cedars Sinai Medical Center</td>
<td>8700 Beverly Boulevard</td>
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<td>90048-1865</td>
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<tr>
<td>HGH</td>
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<td>1000 W. Carson Street</td>
<td>Torrance</td>
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<tr>
<td>HMN</td>
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<td>23845 W. McBean Parkway</td>
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<td>SJL</td>
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<td>501 S. Buena Vista Street</td>
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<td>90813-3393</td>
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<tr>
<td>UCL</td>
<td>Ronald Reagan UCLA Medical Center</td>
<td>757 Westwood Plaza</td>
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<td>1200 N. State Street, GH Rm 1112</td>
<td>Los Angeles</td>
<td>90033-1083</td>
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<td>FACILITY CONTACTS</td>
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<td>Emergency Fire, Police, EMS</td>
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<td>Poison Control</td>
<td>(800) 222-1222</td>
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<tr>
<td>Administrator</td>
<td>Home:</td>
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<td>LA County DPH HFID</td>
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<td>Disaster Resource Center</td>
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Resources

LOCAL

Southern California Earthquake Center
www.scec.org/

LA County EMS Agency
http://ems.dhs.lacounty.gov/Disaster/Disaster.htm

LA County DPH Emergency Preparedness and Response Program
www.publichealth.lacounty.gov/eprp/

Local American Red Cross

____________________________

STATE

California Association of Health Facilities
www.cahf.org

California Department of Transportation (Quick Map)
http://quickmap.dot.ca.gov/

California Department of Public Health
www.cdph.ca.gov

California Highway Patrol
www.chp.ca.gov/

Regional Poison Control Centers
1-800-222-1222

NATIONAL

American Red Cross
www.redcross.org 1-800-REDCROSS

Centers for Disease Control and Prevention (CDC)
www.bt.cdc.gov
1-800-CDC-INFO (1-800-232-4636)

Center for Medicare and Medicaid Services (CMS)
https://www.cms.gov/surveycertemergprep/

Evacuation Plans and Procedures
www.osha.gov/SLTC/etools/evacuation/need.html

Federal Emergency Management Agency (FEMA)
www.fema.gov
1-800-621-FEMA

Occupational Safety and Health Administration (OSHA)
www.osha.gov

www.ready.gov/index.html

U.S. Geological Survey (California Fault Map)
http://earthquake.usgs.gov/earthquakes/recenteqscanv/
# Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tr>
<td>AAR</td>
<td>After Action Report</td>
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<tr>
<td>ARC</td>
<td>American Red Cross</td>
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<td>ASPR</td>
<td>Assistant Secretary for Preparedness and Response</td>
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<td>CAHF</td>
<td>California Association of Health Facilities</td>
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<td>Emergency Operations Plan</td>
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<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
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<td>HFID</td>
<td>Health Facilities Inspection Division</td>
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<td>IP</td>
<td>Improvement Plant</td>
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<td>NHICS</td>
<td>Nursing Home Incident Command System</td>
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<tr>
<td>L&amp;C</td>
<td>Licensing and Certification</td>
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<td>MAC</td>
<td>Medical Alert Center</td>
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<td>MHOAC</td>
<td>Medical Health Operational Area Coordinator</td>
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<td>NIMS</td>
<td>National Incident Management System</td>
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<td>OA</td>
<td>Operational Area</td>
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<td>OEM</td>
<td>Office of Emergency Management</td>
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<td>SEMS</td>
<td>Standardized Emergency Management System</td>
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<td>TTS</td>
<td>Temporary Treatment Site</td>
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Disaster Response Checklist

Los Angeles County Disaster Preparedness Resource Guide for Long-Term Care Health Facilities
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Bomb Threat

1

Suspicious Package/Item

- Identify any unusual items such as boxes, packages, bags, etc.
- If an unusual item is found
  - DO NOT approach, disturb, or touch it
  - Immediately contact the facility emergency coordinator
  - Evacuate everyone away from the area surrounding the package/item saying:
    “We have an emergency in the building. We must evacuate according to our plan. This is not a drill.”

2

Bomb Threat Is Called In

- Be calm and courteous
- DO NOT interrupt the caller
- Keep the caller on the line as long as possible
- Instruct staff members to discreetly and quietly conduct a thorough search of their areas and departments
- Ask and record information

Remember

- Call 911 if a bomb threat is received
- Coordinate all actions with law enforcement officials
- If a suspected bomb is located within the building, the investigation will be conducted by law enforcement officials with jurisdiction over such matters

Continued
Record Information

- **Listen, pay attention** to, and put a **check mark** next to

<table>
<thead>
<tr>
<th>Gender</th>
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<th>Female</th>
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<tbody>
<tr>
<td>Age</td>
<td>Adult</td>
<td>Child</td>
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**Caller’s Voice** (check all that apply)

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<thead>
<tr>
<th>Calm</th>
<th>Angry</th>
<th>Slow</th>
<th>Rapid</th>
<th>Loud</th>
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<tr>
<td>Disguised</td>
<td>Broken</td>
<td>Sincere</td>
<td>Stressed</td>
<td>Slurred</td>
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<tr>
<td>Nasal</td>
<td>Stutter</td>
<td>Lisp</td>
<td>Accent</td>
<td>Normal</td>
</tr>
<tr>
<td>Coughing</td>
<td>Crying</td>
<td>Deep</td>
<td>Distinct</td>
<td>Excited</td>
</tr>
<tr>
<td>Laughter</td>
<td>Ragged</td>
<td>Rapid</td>
<td>Raspy</td>
<td>Soft</td>
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**Background Sounds** (check all that apply)

<table>
<thead>
<tr>
<th>Animal Noises</th>
<th>House Noises</th>
<th>Kitchen Noises</th>
<th>Street Noises</th>
<th>Booth</th>
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<tbody>
<tr>
<td>PA System</td>
<td>Conversation</td>
<td>Music</td>
<td>Motor</td>
<td>Clear</td>
</tr>
<tr>
<td>Static</td>
<td>Office</td>
<td>Factory</td>
<td>Local</td>
<td>Long</td>
</tr>
<tr>
<td></td>
<td>Machinery</td>
<td></td>
<td>Distance</td>
<td></td>
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</table>

**Threat Language** (check all that apply)

<table>
<thead>
<tr>
<th>Incoherent</th>
<th>Message read</th>
<th>Taped</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irrational</td>
<td>Profane</td>
<td>Well-spoken</td>
</tr>
</tbody>
</table>

- **Ask** the caller:
  - **When** is the bomb going to explode? __________________________
  - **Where** is the bomb right now? __________________________
  - What does it **look like**? __________________________
  - What **kind of bomb** is it? __________________________
  - What will **cause it to explode**? __________________________
  - **Did you** place the bomb? __________________________
  - **Why?** __________________________
  - Where are you calling from? __________________________
  - What is your name? __________________________
Cold Weather Procedures

The facility temperature reaches 65 degrees Fahrenheit or lower and remains so for four hours

Next Steps

1. Activate NHICS
2. Check on residents’ comfort level and never leave residents unattended near a heat source
3. Consider the use of heating pads and electric blankets, but check temperature often and don’t allow residents to adjust the heat
4. Evacuate residents to another facility if temperatures remain low and residents’ safety and welfare are jeopardized
5. Initiate/continue actions to ensure heat restoration as soon as possible
6. Consider clustering residents into the warmest common areas of the facility until heat is restored
7. Notify LA County DPH HFID of unusual occurrence and activation of facility emergency operations plan
Earthquake

Drop, Cover, and Hold On!

Immediate Response

1. Instruct residents to lock wheelchairs and cover heads with arms, pillows, and/or blankets while shaking continues.
2. Prepare for aftershocks.
3. Activate NHICS.
4. Assign appropriate staff to assess the residents for injuries requiring immediate attention.
5. Assign staff in pairs to assess facility for damage that requires immediate attention, (i.e., gas leaks, broken glass, spills).
6. Move residents out of harm’s way from immediate hazards such as cracked windows, falling fixtures.
7. Contact LA County DPH HFID to report status and get critical information.
8. Utilize communication systems to acquire event information and instructions.

Next Steps

1. Do not use any source of flame inside the facility.
2. Do not shut off the gas unless you suspect a leak exists. Remember, only the gas company can restore service.
3. If having electrical issues, keep power off until an electrician conducts an inspection and establishes it is safe.
4. If instructed by authorities or in case of possible water line breaks, shut off water into the building to protect supplies in water heaters and toilet tanks from outside contamination.
5. Avoid using water from the toilets and faucets as “potable” unless purified or cleared to do so by public health.
6. Assess building damage and review emergency operations plan to determine course of action: shelter in place or evacuation.
7. Initiate specific actions as directed by incident commander.
**R.A.C.E.**

- **Rescue** anyone in immediate danger
- **Alert** other staff members of the fire and location over the intercom system. Pull the nearest fire alarm and call 911
- **Contain** the fire. Close all doors and windows adjacent to the fire. Close all fire doors. Shut off all fans, ventilators, and air conditioner as these will feed the fire and spread smoke throughout the building
- **Extinguish** if the fire is small. Aim the extinguisher low at the base of the fire and move slowly upward with a sweeping motion

---

**Immediate Response: A Small Internal Fire**

- **Notify 911** that an actual emergency situation is in progress. Provide the 911 dispatcher with the following information:
  - Name of the facility
  - Address and nearest cross street
  - Floor number, room number, etc., and
  - What is burning (electrical, trash, etc.)
  - **Do not hang up**—let the person on the other end of the line end the conversation as other information might be needed

- **Small fire—attempt to extinguish it**
  - Use the appropriate fire extinguisher
    - Multipurpose—Dry chemical extinguishers labeled ABC are effective for fighting most types of fires

**Continued**
Immediate Response: Widespread Internal Fire

- Fire is widespread or cannot be immediately extinguished
- Notify 911 that an actual emergency situation is in progress. Provide the 911 dispatcher with the following information:
  - Name of the facility
  - Address and nearest cross street
  - Floor number, room number, etc., and
  - What is burning (electrical, trash, etc.)
  - Do not hang up—let the person on the other end of the line end the conversation as other information might be needed
- Commence evacuation according to EOP procedures
- If safe to do so, shut off oxygen or other medical gases that could contribute to the spread of fire
- Coordinate emergency operations with the fire department
- Organize staff members to stay with the group(s) and prevent panic

Immediate Response: Fire Alarm

- Secure workplace, close all hallway and room doors to contain the fire
- If needed, begin evacuation of residents, visitors, and personnel
- Do not attempt to use an elevator. Use stairs to exit the building; always hold the handrail, and be very careful of footing while descending
- Residents, visitors, and personnel with mobility issues should be moved according to EOP with equipment as indicated

Continued
Immediate Response: An External Fire

- **Monitor** media and local alert system for evacuation reports and instructions
- **Current fire information** can be found at: [www.fire.ca.gov/index.php](http://www.fire.ca.gov/index.php)
- **Monitor** residents and staff for health complications from smoke
- **If fire threat is increasing, activate NHICS**
- **Preemptive methods to mitigate smoke and fire risk**
  - Close all windows, doors, and vents
  - If using HVAC, set to re-circulate indoor air
  - If possible, use a high efficiency particulate air filter
  - Prepare evacuation bags, records, and ID tags
  - Contact transportation companies to alert them you may need to evacuate
- **In case of immediate threat**
  - Activate emergency procedures for evacuation
  - Move residents to a pre-designated staging area for rapid evacuation
  - If you smell gas, and it is safe to do so, shut off the gas. Do not do so unless need is certain as only the gas company can turn it back on
  - Contact your transport companies
  - Contact resident families or responsible parties and LA County DPH HFID
  - Leave a message on your facility phone with a contact number and information regarding your status

Remember

- Account for all residents and staff members
- The situation can only be deemed “under control” after the local authorities have concluded emergency operations and incident commander has deemed the situation as “safe.” At this point “All Clear” can be announced.
Flood

Immediate Response

1. Residents should be **evacuated** to the closest safe area available, preferably high ground

2. **Activate NHICS**

3. **Unplug appliances** if time permits you to do so safely and there is an imminent threat of water entering the building

4. If time permits, store or tie down furniture

5. If water is not contaminated, fill up emergency supply receptacles for water

6. **Turn off water and electricity**

7. **Avoid** walking through floodwaters

8. If you come in contact with floodwaters, wash hands with soap and disinfected water

9. **Gather critical supplies to take to higher ground/evacuation** (i.e., water, medications, communications devices, blankets, and important health records). Follow instructions from incident commander/local authorities for evacuation

Next Steps

1. If safe, check for structural damage and repair

2. **Check for utility leaks or compromise** such as gas, water, and sewage line damage

3. **Keep the power off** until an electrician has inspected for safety

4. **Follow local public health guidance** (e.g., Boil water or do-not-use orders) for all water usage including for drinking and food preparation

5. **Dispose of** any food that has come in contact with flood waters, including canned food

6. Contact LA County DPH HFID for approval to move residents and staff back into the facility
Hazardous Material/Waste Spill

- If **INTERNAL**, notify 911 that a hazardous material/waste spill incident is in progress. Provide the dispatcher with as much relevant information as possible.

- If **EXTERNAL**, Local authorities and/or emergency management will notify your facility of an incident, if you are within the affected area. Listen to information sources (local television or radio) for the most up-to-date news and instructions.

### Immediate Response: Internal

1. Determine if a hazardous chemical or gas leak might endanger the residents and staff; refer to Materials Safety Data Sheet (MSDS) if appropriate

2. Evacuate residents to a non-impacted area of the building as indicated by the situation and set up controlled access to the impacted area

3. Assess residents for signs of distress

4. Provide appropriate personal protective equipment to residents and staff as indicated

5. Activate NHICS

6. Coordinate with fire department, law enforcement, and emergency management to determine if evacuation is necessary

### Remember

- Account for all residents and staff members

- The situation can only be deemed “under control” after the local authorities have concluded emergency operations and incident commander has deemed the situation as “safe.” At this point, “All Clear” can be announced.

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**Continued**
Hazardous Material/Waste Spill

Immediate Response: External

1. Activate NHICS
2. Close windows, doors, HVAC, to protect inside air quality if fumes are suspected
3. Monitor road conditions and advise staff of restrictions/alternate routes
4. Coordinate with fire, law, emergency management and LA County DPH HFID if evacuation or prolonged shelter in place is anticipated

Remember

1. Account for all residents and staff members
2. The situation can only be deemed “under control” after the local authorities have concluded emergency operations and incident commander has deemed the situation as “safe.” At this point, “All Clear” can be announced
Hot Weather Procedures

When the facility ambient room temperature reaches 85 degrees Fahrenheit or higher and remains so for four hours

Immediate Response

1. Assess residents for signs of discomfort/distress
2. Activate NHICS
3. Consider relocating residents to a cooler part of the facility
4. Check on residents’ comfort level every two hours or more frequently as needed
5. Provide light clothing and bedding
6. Encourage residents to take in more fluids and keep residents hydrated
7. Provide cool washcloths
8. Open windows to let cooler outside air in and utilize fans to move air. If outside temps are warmer, keep windows closed and shades drawn
9. Initiate/continue facility specific actions to restore HVAC

Remember

1. Notify 911 if a resident/staff appears to be suffering from heat-related illness such as cramps, heat exhaustion, and/or heat stroke
2. Assess situation and refer to EOP to determine course of action: shelter in place or evacuation
**Initial Response**

- Activate NHICS
- **Obtain guidance from local health department** to discuss the specifics on symptom management and the availability and use of vaccines and antiviral medications
- **Post signs** for cough etiquette and other hygiene measures in high visibility areas
- **Implement** specified infection control policies and procedures
- Follow **staffing guidelines** as stated in the plan and recommendations by the health department
- **Evaluate** residents, employees, visitors for symptoms; instruct employees to self-report symptoms and exposure and to not work if sick.
- **Ensure** that **adequate supplies** of food, water and medical supplies are available from vendors
- Consider restricting visitors and closing to new admissions during active outbreak
- Implement respiratory protection plan for staff if recommended by health department or other regulatory entities

**Remember**

- Limit contact between infected and non-infected persons
  - Isolate infected persons
  - Limit contact of non-essential persons and visitors with the residents who are ill
  - Decontaminate any areas that have been in contact with infected individuals
  - Conduct ongoing cleansing of high contact items and areas
  - Follow local health department guidance
Immediate Response

1. **Record time** the resident is discovered to be missing and when and where they were last seen
2. **Verify** that the resident has not been signed out
3. **Activate NHICS**
4. **Make copies** of the missing resident’s photograph
5. **Search the facility and grounds**—BE THOROUGH!
   - **Assign staff members** specific areas to be searched
   - **Look under** beds and furniture, in walk-in refrigerators/freezers, closets, storage rooms, or anywhere a frightened resident may be hiding
   - **Report back** to incident commander when areas have been searched

After 15 Minutes

1. **Notify** law enforcement; **call 911**
2. **Provide the following** to the police
   - **Description of the resident** or picture if police are on-site
   - **Description of clothing**, **method of ambulating**, **cognitive status**
   - **Resident photo** if available
3. **Notify**
   - **Responsible party or next of kin** that resident is missing and search is under way
   - **LA County DPH HFID**

Facility Search Unsuccessful

1. **Assign available staff** to start a **neighborhood search**
2. **Copy and carry a picture** of the missing resident

Continued
Upon Finding the Resident

- Examine the resident for injuries and update the care plan
- Notify
  - All staff members, residents, and other responders / searchers that the resident has been found
  - Attending physician of resident’s status
  - Responsible party or next of kin
  - LA County DPH HFID

Remember—Incident Reporting

- Complete a detailed incident report including facility and state reporting process
- Document
  - Circumstances and factors that lead to the incident
  - Interventions/strategies implemented
  - Care rendered to the resident
  - Notifications
  - Physician’s orders

Additional Guidelines

- Assess other residents for signs of stress
- Complete an After Action Report (AAR) and Improvement Plan (IP) to decrease risk of repeated event, either with the resident or others
- Prepare key messages in case contacted by media
Utility Outage

**Immediate Response**

1. **Determine** if the **loss** of a utility (electric, gas, propane, water, etc.) is due to an incident occurring at the facility, like a rupture, leak, fire, or collision
2. **Determine** the **impact** of service disruption and duration
3. **Notify** the appropriate **utility company or companies** of the outage, and **contact 911** if there is an emergency
4. Account for staff and all residents
5. **Activate NHICS**
6. Activate back-up power supply and emergency lighting
7. **Assess residents for signs of distress. Reassure and treat as needed**

**Next Steps**

1. Ensure back-up systems (emergency generators, lights, flashlights, fuel and batteries, water, food supply, etc.) are available and determine how long supplies will last should outage be prolonged
2. Monitor residents to ensure they are safe and check on equipment used by residents (i.e. call lights, oxygen concentrators, electric beds, pumps)
3. **Initiate proactive and preventive measures to safeguard resources**
4. **Activate emergency meal preparation plan**
5. **Initiate cold and hot weather procedures if necessary**

**Remember**

- Establish and maintain communication with response teams including local utilities and law enforcement
- Assess situation and refer to EOP to determine course of action: **shelter in place** or **evacuation**
Immediately report any threats or violent acts to a supervisor or Administrator on Duty

Immediate Response

1. If there is screaming, fighting, weapons involved, or any threat of danger, call 911
2. Announce facility code to warn other staff of situation (e.g., “Code Silver”)
3. When in doubt, call 911 and provide the dispatcher with as much specific and relevant information as possible
4. Activate NHICS
5. Residents should be moved to the closest safe area available
6. Coordinate internal emergency operations with law enforcement
7. Calling person stay on line with dispatcher and be prepared to give:
   - Location of incident and nearest entrance
   - Number of assailants
   - Number of hostages/people at risk in immediate area
   - If assailant has left, direction taken, time lapsed, means of travel

Continued...
Workplace Violence

Specific Instances

- **Armed Assailant**
  - Assist residents and visitors to take cover behind doors, heavy furniture, on floor
  - **Lock or barricade** the door to safe area if possible to keep assailant out
  - Maintain contact with law enforcement to give and get continuous updates

- **Loud talking, arguing by staff and/or visitors without physical contact**
  - De-escalate the situation by asking the person(s) to calm down and discuss what is bothering them
  - Ensure that there are at least two employees with the agitated individual(s) at all times
  - Ask the individual to leave the premises

- **Non Resolution**
  - If person does not willingly leave, call 911. Once individual has left the building, initiate facility lock-down procedures; law enforcement assistance may be needed

Next Steps

- The situation can only be deemed “under control” after the local authorities have concluded emergency operations and incident commander has deemed the situation as “safe”. At this point “All Clear” can be announced
- Account for all residents and staff members
- Assess residents and staff for signs of physical/psychological distress and provide first aid
Evacuation

1. **Immediate**
   - Activate NHICS
   - **During working hours:** contact LACDPh-HFID and the district office to which your facility is assigned
   - **After hours:** LA County DPH HFID at (213) 974-1234
   - Activate emergency transportation plan
   - Evacuate residents in the order indicated by EOP

2. **Planned**
   - Activate NHICS
   - **Determine** which residents might be able to go to families and contact in advance
   - **Assess**
     - Total beds and types of beds needed
     - Available staff to support transferred resident
     - Potential transportation needs based on resident mobility and number
   - **Organize** resident resources
     - Residents’ important belongings/equipment
     - Medications, snacks and water for transport period
     - Medical charts
     - Consider personal needs such as glasses, dentures, hearing aids, and valuables
Evacuation

Planned—Continued

2

- Coordinate with
  - LA County DPH HFID and local authorities to determine potential evacuation routes and confirm relocation sites
  - Facility vehicle to evacuate or contact transport company for services
  - Staff to conduct a final check of the building and a final head count
  - Receiving sites to track residents

Remember

3

- Notify
  - Families of evacuation and the planned destination of the evacuees
  - LA County DPH HFID
- Leave a message on your facility phone with a contact number and information regarding your status
- Consider security needs of evacuated building
Immediate

- **Identify** safe and unsafe areas of buildings
- **Move and track** residents, staff, visitors, supplies, and equipment from unsafe to safe areas of the buildings
- **Activate NHICS**
  - Based on the incident:
    - Select rooms that will provide safe refuge and move residents there
    - Close and lock all windows, exterior doors, and any other openings to the outside
    - Close the window shades, blinds or curtains if there is danger of explosion

Next Steps

- **Account for** all staff members and residents
- The situation can only be deemed “**under control**” after the local authorities have concluded emergency operations and incident commander has deemed the situation as “safe.” At this point, “All Clear” can be announced
- Assess residents and staff for signs of distress and treat as needed
- Communicate status to administrator, local authorities and LA County DPH HFID if indicated

Remember

- **Avoid overcrowding** by selecting several rooms if necessary. Large storage closets, utility rooms, pantries, and copy and conference rooms without exterior windows will work well
- Be prepared to **access essential disaster supplies**, such as non-perishable food, critical medication, battery-powered radios, first aid supplies, flashlights, batteries, duct tape, plastic sheeting, and plastic garbage bags
<table>
<thead>
<tr>
<th>Contact</th>
<th>Phone Number</th>
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<tbody>
<tr>
<td>Emergency Fire, Police, Sheriff, EMS</td>
<td>911</td>
</tr>
<tr>
<td>Poison Control</td>
<td>1-800-222-1222</td>
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<tr>
<td>Administrator</td>
<td>Home: Cell:</td>
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<td>Home: Cell:</td>
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<td>Transportation Provider (Non-Medical)</td>
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<td>Public Works</td>
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<tr>
<td>LA County DPH</td>
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<tr>
<td>Health Facilities Inspection Division (HFID)</td>
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<tr>
<td>Health Facilities Inspection Division - After Hours</td>
<td>1-213-974-1234</td>
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<tr>
<td>Disaster Resource Center Program Manager</td>
<td>1-562-347-1645</td>
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<tr>
<td>24/7 Medical Alert Center (MAC)</td>
<td>1-866-940-4401</td>
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LOS ANGELES COUNTY
BOARD OF SUPERVISORS

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