

well as Neurology, Orthopedics, Infectious Disease, Psychiatry, Rheumatology services, and many more. ABC offers mobile medical and dental services as well as healthcare outreach programs to provide a broader access to quality healthcare services. ABC serves a diverse population – to include low income, underinsured or uninsured; retired persons using Medicare; migrant farm workers; and those who are insured and seek routine medical support.

ABC's complex network of clinics and services, coupled with the locations crossing two County lines, underscores the need for a comprehensive and deliberate approach to emergency management. ABC properties include:

- ✓ XX clinics and administrative in XYZ County
- ✓ XX clinics and administrative offices in DEF

The Planning Process

Version 1 of the ABC All-Hazard Plan was developed over a five-month period, and was overseen by a multi-discipline oversight group – the ABC Safety Committee – whereby collaborators reviewed, contributed to, and continually refined the plan during the entire period of performance. Additional plan research involved interviews with County stakeholders and clinic administrators in other jurisdictions. Version 1 of the plan was vetted and validated via a workshop held for administrators and clinic managers in the final weeks of the plan development process.

ABC's All-Hazard Plan marks the first step in the launch of a more robust emergency management program for ABC – one that includes ongoing collaboration with community response partners; development of a more robust understanding of emergency management practices, both internal to ABC and in coordination with community partners; ongoing interaction with clinic managers regarding disaster preparedness through regular training and exercise; and a renewed commitment to making disaster preparedness a priority for the entire organization.

Numerous resources were consulted to develop the All-Hazard Plan, to include reference of the following documents:

- ✓ National Association of Community Health Centers *Emergencies Happen, An In-depth Guide to Emergency Management for Health Centers, 2007*
- ✓ California Primary Care Association *Community Clinic & Health Center Emergency Operations Plan Template, 2004*
- ✓ Community Health Center of New York State *Community Health Center Emergency Management Plan, 2007*
- ✓ State of Alaska *Primary Care Clinic Emergency Response Plan Template, 2005*
- ✓ San Luis Obispo County *Pandemic Influenza Plan, 2010; Public Health Emergency Triage Standard Operating Procedures (SOP), 2009; Surge Capacity Plan SOP; Isolation and Quarantine SOP, 2008*
- ✓ Santa Barbara County Clinic *Emergency Management Program and Emergency Operations Plan, 2008*

Components of the All-Hazard Plan

In keeping with Joint Commission, Federal, State, and local All-Hazard Plan writing best practices, the ABC All-Hazard Plan is organized into two primary components, further sub-divided into major sections.

BASE PLAN: The foundation or “Base Plan” includes a concept of operations that explains ABC's overall approach to all-hazard planning and emergency management. This All-Hazard approach ensures the plan's

applicability to natural and human-caused disasters, including technological, hazardous material, and terrorist events. The Base Plan is organized around the four phases of emergency management and identifies actions within each phase.

- ✓ Mitigation: Activities that prevent an emergency, lessen the chance or effects of a potential emergency, or reduce the damaging effects of unavoidable emergencies.
- ✓ Preparedness: Actions taken in advance of an emergency to prepare for a response to include plans, training, exercises or other preparations made to save lives and assist response and rescue operations.
- ✓ Response: Actions taken to address the immediate and short-term effects of an emergency including immediate actions to save lives and prevent further property damage. Response is putting your preparedness plans into action.
- ✓ Recovery: Post response actions taken to return to a normal or an even safer level of function following an emergency.

The Base Plan also includes a summary of the Hazard Vulnerability Analysis (HVA) completed for each of the administrative offices, mobile units, and XX clinics, as well as information regarding Preparedness activities; Standard Emergency Management Systems (SEMS); Roles and responsibilities; Communications and notifications; clinic patient surge preparedness; and response and recovery activities and priorities.

APPENDICES: The ABC All-Hazard Plan consists of appendices that clearly define responsibilities, policy, and operational actions for coordinating resources and programmatic support. These include information regarding clinic HVA's; public information management; surge capacity plan; mental health support; communications equipment and systems inventory; decontamination procedures; primary and alternate sites; action plan development; operational policies and procedures; future training and exercises; re-supply guidance; clinic response roles and requirements; contacts lists; emergency management resources; glossary; and acronyms list.

The All-Hazard Plan is comprehensive yet concise, and serves as an easy-to-reference tool that provides a framework for training and overarching emergency management program enhancement.

Community-wide Approach to Response

The ABC All-Hazard Plan was developed in coordination with County stakeholders and will integrate with existing federal, state and local All-Hazard Plans. ABC collaborates significantly with both Counties to support, augment, and integrate with their respective operational area emergency planning efforts. ABC meets with both counties via community disaster planning meetings on a regular basis, which further supports the collaborative development of the ABC All-Hazard Plan. The ABC is currently the primary surge support agency for XYZ County, and are currently cooperating with DEF to define the roles and responsibilities of ABC clinics located in the county's operational area. ABC continues to work with both counties to support their Operational Area surge, All-Hazard planning, and other disaster/emergency planning. The benefits of a well-developed and practiced All-Hazard Plan cannot be over emphasized.

To further enhance the relationship of ABC with community and government emergency planning, ABC will:

- ✓ Participate in community-wide drills, to include the California Emergency Medical Services Agency's Annual Statewide Medical and Health Exercise.
- ✓ Cooperate fully with emergency medical services (EMS) and law enforcement personnel when they respond to emergencies at a clinic.
- ✓ To the extent possible, ensure that its emergency preparedness and response activities are coordinated with the decisions and actions of the community's emergency services, civil authorities and healthcare agencies.
- ✓ Notify appropriate officials of any emergency impacting ABC operations. ABC will also coordinate its response to community-wide disasters with community responders. ABC will provide ongoing reports of its status to local emergency services.
- ✓ Request additional assistance through appropriate channels. Requests for medical personnel, supplies and equipment and other resources to support ABC operations will be made through the local government or emergency response agency and ensure coordination of the request and delivery of resources with local responders according to SEMS. For additional information on the resource request process, see Appendix VIII.



CONCEPT OF OPERATIONS

1.1 ABC Authority

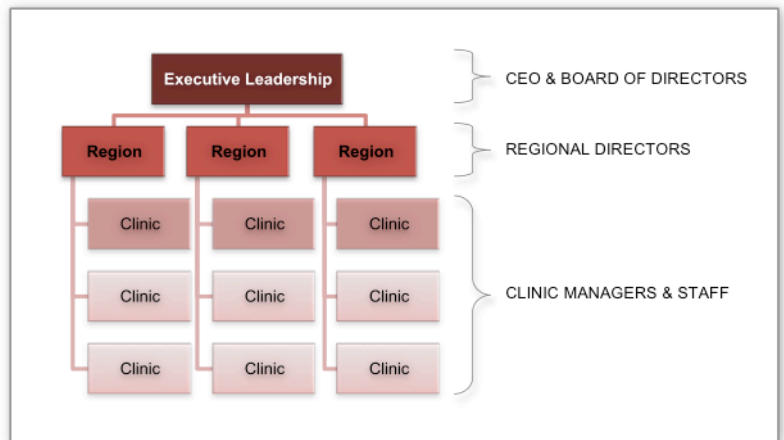
ABC is a 501(c)(3) non-profit network of community health centers. ABC is a privately held organization. ABC's CEO and Board of Directors have governing authority of ABC clinics and administrative offices.

1.2 ABC's General Organization

For the purposes of response the following is a macro organizational view of the ABC response effort. Any or all of the below listed areas may be activated as necessary:

- ✓ Executive Level: This function operates at the ABC's highest level and is responsible for providing macro- incident management objectives. Examples of executive level personnel include the CEO and administrators who oversee programs at multiple clinic locations.
- ✓ Regional Level: Regional Directors are responsible for monitoring ABC clinic operations for multiple clinics based on geographic location. In the event of a disaster, Regional Directors would support the ABC Emergency Operations Center (EOC).
- ✓ Clinical Level: This function operates as the direct managers of the ABC during a response effort and is responsible for implementing and achieving macro- incident management objectives. It will develop strategic Clinic-specific objectives.

FIGURE 1.2: DAY TO DAY ABC ORGANIZATION



1.3 ABC's Emergency Organization & Approach to Incident Management

During an emergency, ABC will respond to the medical needs of its patients, staff and community to the extent its resources permit. The capacity of ABC to respond to community needs depends on: 1) its day-to-day capacity to deliver health services, 2) the extent of the healthcare needs created by the emergency, and 3) the impact of the emergency on the clinics and other community healthcare resources.

In the event of a catastrophic disaster and/or an incident that involves multiple clinics, ICS may be activated at the executive level, in support of clinic operations. ABC reports to the County health department or County health department operations center (DOC) in the event of a disaster. As such ABC must ensure that its emergency management structure meets criteria established by the Operational Area and stands ready to assist when called upon.

The following paragraphs detail the structure and reporting relationships of the Operational Area including ABC's role.