



MONITORING THE STATUS OF CRITICAL FUNCTIONS DURING AN EMERGENCY

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MONITORING THE STATUS OF CRITICAL FUNCTIONS DURING AN EMERGENCY



Description: This tool shares resources that will assist a local health department (LHD) to set up a system of collecting information during an emergency regarding the status of mission-critical services. This tool presents a color-coded method, in which programs will classify and report the status of their service as green (functional), yellow (functional with operational challenges), or red (not operational). This way, management has timely information for decisions regarding continuity of operations.

If done properly, completion of this tool should result in:

- A program functional status form adapted for your agency's needs
- Staff who know how to fill out the program functional status form
- A reporting schedule for your agency
- A procedure for collecting and sharing information during an emergency

What You Need Before Starting This Work:

- A list of your agency's mission-critical services.
- Points of contact for (i.e. those in charge of) all mission-critical programs and sites.

Steps to Completion:

1. Adapt the program functional status form to your operations. What kinds of status information do you need to track from your sites and services? What factors could impact your ability to continue essential services beyond the next 24 hours? Etc.
2. Identify points of contact, persons, in the programs and sites that will need to complete this form. Train these individuals how to complete and submit these status forms during emergencies.
3. Establish a reporting schedule that is appropriate for your agency. For example, you may want to collect this information in time for it to be included in your situation reports.
4. Train your leaders to expect the summary report and to use it during continuity of critical services decision-making in an emergency.
5. Document the procedures used for collecting and sharing this information in your continuity of operations plan. Include procedures for ceasing to collect information when the situation no longer merits this level of reporting. During times when the situation is rapidly changing, you may want to conduct this assessment more than once a day (hourly if possible) and taper off when the situation stabilizes.

If You Have Just a Little Time to Spend: Don't take shortcuts for this step. This step helps you create a process to communicate with your sites and programs about the status of their operations and ensures that your leaders are prepared to use this information to improve decision-making during emergencies. So, you either have this process or you don't, there is no in between here.

If You Have More Time to Spend: See, **If You Have Just a Little Time to Spend.**

Where This Leads You:

- Following this tool, you should test and get users familiar with this process as part of a COOP exercise (see Exercising Your Continuity of Operations Plans), so when emergency strikes all are fully-prepared.
- Incorporate and link this reporting process into your facility damage assessment reporting process.
- Decide on and document a way to share this information with partners and leaders who require updates on operational status during an emergency.

Pitfalls to Avoid:

- Don't rely on only one method to collect and process this information in an emergency. Establish redundant methods for collecting and sharing this information in case primary communication systems are down.
- Don't keep the information to yourself. Make sure to share the information you collect during an emergency. Determine ahead of time who will receive the summarized reports and make sure they know how to use them to support decision making for operations.
- Don't use this as a replacement for a damage assessment process. While site damage assessments won't be needed in major disease outbreaks or pandemics, they will be needed in other types of emergencies, like in severe weather. In these instances, sites will need to report up through incident command about any damage to physical infrastructure. Don't use the program status form to document this information, compile a separate damage assessment form, for all damage-related issues.

How You Know You Got it Right:

- During a snow day, in an early morning conference call your agency leadership team refers to the summary report I to decide which sites to close.
- You use this reporting process during an emergency and are able to identify a critical service that is short-staffed before the situation reaches a critical point. This allows you to redeploy and train staff to help fill the gap ahead of time, allowing the service to continue without interruption.

Considerations for Rural Health Departments: This tool can be used by a wide-range of staff – from your duty officer or on call person to the Direction – and is used to assess the status of agency services in any event – large or small – that has the potential to impact your ability to deliver critical services.

RESOURCES TO SUPPORT THIS TOOL:

- Program Functional Status Form – Template
- Program Functional Status Form – Sample
- COOP Status Update – Rollup
- Sample emails activating the program status reporting process
- **FEMA Continuity Evaluation Tool - Version 6, “Operational Phases and Implementation,”** pages 48-55 www.fema.gov/pdf/government/coop/cet.pdf

[Program/Site] Functional Status Form - Template

Instructions: The Division BC lead actively reaches out to sources in the division to collect and compile this information by the deadline established by the BC Operations Section Chief. Submit form to BC Operations Section Chief upon completion. The updates are used by Command Staff to inform situation status reports and the development of ACC objectives and tasks.

[Program/Site]		Time completed	
Form completed by			

Line of succession			
[Name & Title of manager]	<input type="checkbox"/> In office	<input type="checkbox"/> Telecommuting	Contact info:
Management and Medical Advisor Lines of Succession	Comments:		

Priority 1 Function Status: [List here]		
Priority 1 Function	Operational Status	Comments:
	<input type="checkbox"/> Functional <input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	
	<input type="checkbox"/> Functional <input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	
	<input type="checkbox"/> Functional <input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	

Priority 2 Function Status: Division Priority 2 functions that are challenged or not operational		
Priority 2 Function	Operational Status	Comments:
	<input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	
	<input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	
	<input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	

Program Functional Status Form – Sample

Program Functional Status Form - Sample

Instructions: The Division BC Lead actively reaches out to sources in the division to collect and compile this information by the deadline established by the BC Operations Section Chief. Submit form to BC Operations Section Chief upon completion. The updates are used by Command Staff to inform situation status reports and the development of ACC objectives and tasks.

Division	Prevention	Time of Update	1:45 pm 10/29/09
Form completed by	Sarah Smith		

Line of succession			
Division Manager	Name: Peter Askerov	<input checked="" type="checkbox"/> In office <input type="checkbox"/> Telecommuting	Contact info: (XXX) XXX-XXXX or (XXX) XXX-XXXX cell
Program Administrative and Clinical Lines of Succession	Comments: Administrative LOS and Chain of Command in place		

Priority 1 Function Status: Report for all Priority 1 functions

Priority 1 Function	Operational Status	Comments:
[Information Redacted – Insert Name of Priority 1 Function here]	<input checked="" type="checkbox"/> Functional <input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	
[Information Redacted – Insert Name of Priority 1 Function here]	<input checked="" type="checkbox"/> Functional <input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	
[Information Redacted – Insert Name of Priority 1 Function here]	<input checked="" type="checkbox"/> Functional <input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	

Priority 2 Function Status: Report by exception only

Priority 2 Function	Operational Status	Comments:
[Information Redacted – Insert Name of Priority 2 Function here]	<input checked="" type="checkbox"/> Functional <input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	
[Information Redacted – Insert Name of Priority 2 Function here]	<input checked="" type="checkbox"/> Functional <input type="checkbox"/> Functional but with operating challenges <input type="checkbox"/> Not operational	
[Information Redacted – Insert Name of Priority 2 Function here]	<input checked="" type="checkbox"/> Functional <input type="checkbox"/> Functional but with operating challenges	

COOP Status Update – Rollup

Site Status Updates: 12/19/08 10:00am Report

Site	Overall Status (Open, Open with Conditions, Closed)	Facilities Assessment (power, heat, water, phones, parking lots, etc.)	Staffing # out, # unaccounted for, # present	Service Impacts	Surrounding Area (Streets, bus service impacts, etc.)
Auburn No Update received as of 10:30	Scheduled to open at 10 am	Operational	13 out	Still assessing	
Columbia	Open with conditions	Operational – parking lot snow plowed. Sidewalks not clear	31 out 17 present	No pharmacy Limited WIC	Main roads icy and passable. Side streets bad. Limited bus service.
Downtown	Open with conditions	Facility is operational, side walks are icy	8 staff out, only 3 on site at this time	Limited Dental Services	Limited bus service affecting staff ability to get to facility
Eastgate	Scheduled to open at 10 am	Temperature is 15 degrees at 8 am. Heat, water and phones are operational. Parking lots and sidewalks are snow packed with 6 inches of snow and ice. Phones are still at the service	15 staff known out at 8 am	No Dental Services today Reduced Family Health Services Other services pending	Roads are snow packed and icy. Eastgate Way is open but chains are recommended. I-90 is snow packed and icy. Limited bus service at the park and ride
Federal Way No Update received as of 10:30	Scheduled to open at 10 am. Health Point opening at 9:30.	Operational	2 out		
Kent Teen Clinic 9:45	Eric is clarifying status	Functioning normally; arterials clear; pkg lot, walkways icy	# present =0 #out = 1 #unacc=6	Still unclear	Buses at 50% of routes; arterials icy, but mostly clear; sidestreets heavy compact ice/snow
Kent Alder Square	Eric is clarifying status	Functioning normally – NFP heat restored at 4:30pm 12/18	# present unclear #out = 7 #unacc = ~14	Still unclear	Buses at 50% of routes; arterials icy, but mostly clear; sidestreets heavy compact ice/snow
Kent Springwood	Eric is clarifying status	Functioning normally;	# present=0	Still unclear	Buses at 50% of routes;

Sample Email 1

From: Elsenboss, Carina
Sent: Wednesday, December 17, 2008 4:42 PM
To: Elsenboss, Carina; Loehr, Michael; Bibus, David; Johnson, Gareth; Oleru, Ngozi; Wright, Barbara; Hearne, Thomas; Fogarty, Jim; Haynes, Joan; Maurer, Marcy; Apa, James; Pine, Bette
Cc: Jaffe-Doty, Alison; Lien, Onora; Weihe, Janine; Heartsfield, Bryan; Huus, Kathie; Leifer, Ben; Hartman, John; Byrne, Byron; Henriksen, Jim; Alstead, Mark; Totten, Dee; Owen, Eric; Won, Mary
Subject: Winter Weather Response and Request for Information
Attachments: BC Status Update Form.doc

A WINTER WEATHER ADVISORY is in effect for our area from Wednesday night through Thursday morning, with snow anticipated overnight. Winter road conditions may prevent some staff from getting to work on Thursday, December 18.

Preparedness will collect information from Divisions and Sections regarding line of succession, status of priority functions and ability to provide critical services Thursday morning.

Priority 1 Functions:

All Divisions and Sections:	Department and Division Line of Succession
EMS Division:	King County Medic 1
Prevention Division:	Medical Examiner's Office
Office of the Director:	Communications / Risk Communications Public Health Area Command Center Operations
Jail Health Services:	Clinical Services / Pharmacy

What divisions need to do if a winter storm hits Wednesday night or Thursday morning

- Follow your division's internal protocols for assessments of facilities and critical functions
- Fill out the attached situation status report (covers division line of succession, staff absenteeism, and contingency plans to maintain critical services) and email to **healthoc@kingcounty.gov** by **0830 Thursday (Dec. 18) morning**
- Update the form hourly and resend to healthoc every hour on the half hour (0930, 1030, etc) until there are no expected changes to your Division's operating conditions (by 10 – 11 AM, absenteeism rates won't get any better, etc).

[Attach Program Functional Status Form]

Preparedness Points of Contact regarding this issue:

- Ali Jaffe Doty
- Carina Elsenboss
- Onora Lien – Duty Officer through Friday Morning

http://forecast.weather.gov/showsigwx.php?warnzone=WAZ508&warncounty=WAC033&firewxzone=WAZ654&local_place1=Seattle+WA&product1=Winter+Storm+Watch

Thanks,

Carina

Phone Number

Sample Email 2

From: Loehr, Michael

Sent: Thursday, December 18, 2008 4:02 PM

To: Huus, Kathie; Johnson, Gareth; Oleru, Ngozi; Haynes, Joan; Hearne, Thomas; Valenzuela, Matias; Alstead, Mark; Pine, Bette; Owen, Eric; Maurer, Marcy

Cc: Lien, Onora; Elsenboss, Carina

Subject: FW: Closure of Public Health sites due to weather

All,

We will conduct our business continuity conference call with all divisions at 0800 tomorrow. Site assessments will need to occur before that time. On this call we will focus on impacts to the sites and surrounding infrastructure that may effect our ability to open as scheduled (10:00 AM). Also, we will address the status of Priority 1 functions:

- [Inset list of Priority 1 Functions here]

Please use the attached form to assess Priority 1 functions and report their status to the health eoc healthcoc@kingcounty.gov by 8:00 AM.

The conference call information is below and the Program Functional Status report form is attached.

Time: 8:00 AM

Call in number: 1-800-569-1949

Participant pass code: 349517

As the email below mentions, the situation is "dynamic". We may know more by 9:00 PM tonight regarding Executive decisions around delayed openings of county Department facilities. If the Executives Office determines a different opening time for KC Department facilities (for example 9:00 AM instead of 10:00AM), we will alter our conference call time accordingly (conduct the call at 7:00 AM instead of 8:00AM).

Please let me know if you have any questions.

Michael

Michael Loehr, MRP, CBCP
Preparedness Director Public Health – Seattle & King County
401 5th Avenue, Suite 1300
Seattle, WA 98104
206-263-8687
michael.loehr@kingcounty.gov

From: Fleming, David
Sent: Thursday, December 18, 2008 3:28 PM
To: ZZDept, Public Health ALL
Subject: Closure of Public Health sites due to weather

Dear Colleagues,

Due to the weather conditions, Public Health will be closing all non-priority sites early:

- As of 1 p.m., the Eastgate Public Health Center and Black River Public Health site in Renton are closed.
- **All other Public Health sites and programs regardless of what building they are in, except priority functions, are closing as of 3 p.m. today.** This includes all Public Health clinics and the Chinook Building. Priority sites that will remain in operation include Jail Health, King County Medical Examiner's Office, and King County Medic One. (Pay for employees who are sent home early due to a site closure will be handled according to the King County Personnel Guidelines and/or the collective bargaining agreement.)

At this point we are planning that **tomorrow all Public Health functions and facilities except priority functions will open at 10 a.m. However, this situation is being constantly monitored and plans are being updated.** We will continue to update our Public Health website www.kingcounty.gov/health and our employee phone line (206-205-9307), and **by 9 p.m. tonight we will have updated information.**

For updated bus and roads information for your commute home, please see:

<http://metro.kingcounty.gov/up/rr/adverseweather.html>;
<http://www.wsdot.wa.gov/traffic/trafficalerts/>; <http://www.metrokc.gov/kcdot/roads/roadalert/>

Tomorrow is a payday for Public Health staff. King County's Finance Division has informed us that due to weather-related delays, only pay warrants ("live checks") will be available for distribution tomorrow. The distribution of the pay warrants will be the same as any other pay day, but please be aware that weather or reduced site operations may interfere with normal delivery by department couriers. Direct deposits will be processed as usual; there is no delay with direct deposits.

If you receive a pay warrant (live check) and if you would prefer that Public Health mail the check through US Mail, the payroll office will need authorization to mail the check. The employee can either e-mail Lori Bomengen or fax a signed statement (fax # 296-0946) allowing payroll to mail the check. Phone authorizations cannot be used for this purpose. The check would be mailed to the address on the front of the check. These checks will be mailed before close of business tonight, December 18th; however, a specific delivery date cannot be guaranteed once the check has been mailed. The pay advices (check stubs) should be distributed on Monday, using our regular paycheck distribution procedure, subject to weather conditions and site operations.

I want to give a very special thanks to all of our employees who endured long and difficult commutes to get to work today.

Stay safe and be careful commuting home.

David