



Essential Elements of an Effective Healthcare Continuity of Operations (COOP) Plan

Continuity of Operations (COOP) plans are critical tools for maintaining healthcare operations when non-routine emergencies strike. This paper provides a detailed template for a thorough and effective healthcare COOP.

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Essential Elements of an Effective Healthcare Continuity of Operations (COOP) Plan

Introduction

Now more than ever, it is important for hospitals, hospital coalitions and other healthcare providers to be prepared for unexpected emergencies beyond the routine. Mass casualty events, plant/facility fires, severe weather disruptions, biological outbreaks, etc. can interrupt normal operations, placing employees, patients, visitors and others in danger.

This paper is designed to provide an overview of the essential elements any healthcare Continuity of Operations Plan (COOP) should contain. The COOP Plan establishes policy and guidance to ensure the execution of essential functions in the event that an emergency threatens or incapacitates operations, and the relocation of selected personnel and functions of any essential facilities as required.

The plan is generally divided into two key areas: the Plan Overview sections and the various Annexes. The Plan Overview sections describe the general approaches, summary information, etc. about the plan and its various components, while the Annexes list details, describe essential functions and provide instructions on specific actions to take.

Before You Plan: Benefits of Preparedness Planning Consulting for Healthcare

Depending on your organization's capabilities and time resources, emergency preparedness plans can be tricky and complex. Consider the following benefits to adding the right consultants to your team to help facilitate the preparedness planning process.

Credentialed Professionals

The right preparedness consulting group will have highly skilled and certified planners on staff. These certifications help ensure the right processes are being followed to create optimum preparedness plans.

Look for consultants with credentials such as Certified Business Continuity Professional (CBCP), FEMA certified continuity professionals such as Professional Continuity Practitioner (PCP) and Master Exercise Practitioner (MEP), and IAEM Certified Emergency Manager (CEM). Also seek consultants and facilitators who have real-world experience.

Up-to-Date Guidance

It is often difficult for healthcare emergency managers to stay up-to-date with new requirements and industry best practices. Leading consulting providers stay abreast of all new FEMA guidance, funding sources, industry trends, etc. to ensure plans are effective and compliant.



Consultants typically monitor resources such as:

- Centers for Medicare and Medicaid Services (CMS) Emergency Preparedness Rule
- DHS/FEMA FCD 1 & FCD2
- Continuity Guidance Circular
- CPG 101 & 102
- DMA2000
- 44CFR Section 201

Expert Facilitation

In addition to planning subject matter expertise, top consultants are experienced in the art and science of facilitating groups and engaging stakeholders. Group participants may be more open with a consultant, and sensitive political environments can often be navigated more effectively with a third-party expert.

This combination of skills helps ensure plans are accurate, and fully encompass the inputs of a variety of stakeholders.

Before You Plan: Benefits of Online Planning Tools

In the past, preparedness planning relied on hard-copy, binder-based documents. These outdated methods of storing and updating plans could place a healthcare organization's reputation and patients at risk. In today's world of online Software-as-a-Service (SaaS) planning solutions, such risks are unnecessary and avoidable.

Top online planning solutions offer a step-by-step, templated approach to compliance. Like tax preparation software that guides users to accurately formulating income tax returns, leading emergency planning solutions provide guidance for capturing the right information, making it easier and faster to maintain actionable plans.

Consider the following benefits of leveraging technology for COOP initiatives:

Better Planning Collaboration

Emergency preparedness planning cannot be conducted successfully in isolation. It requires deep collaboration between multiple individuals, departments and external agencies. In the past, manual collaboration and data collection efforts (such as emailed documents, post-it notes, whiteboard scribbles, etc.) made the plan development process more complex and time consuming.



Today, online planning solutions are easily accessible at any time. Further, with flexible administrative controls, access and editing permissions can be tailored to ensure only the right people gain entrance and have input.

Easier Editing and Maintenance

Binder-based plans will rapidly become outdated given the perpetual personnel and organizational changes within a healthcare organization. Updating hard-copy plans may require a reprint of an entire contact section each time an employee joins or leaves the organization—an impractical method.

Online planning solutions make editing records, teams and plans simple. Users simply log in, make changes and save. Assignments, duties, team memberships, etc. will be updated automatically throughout the entire plan.

Faster Response

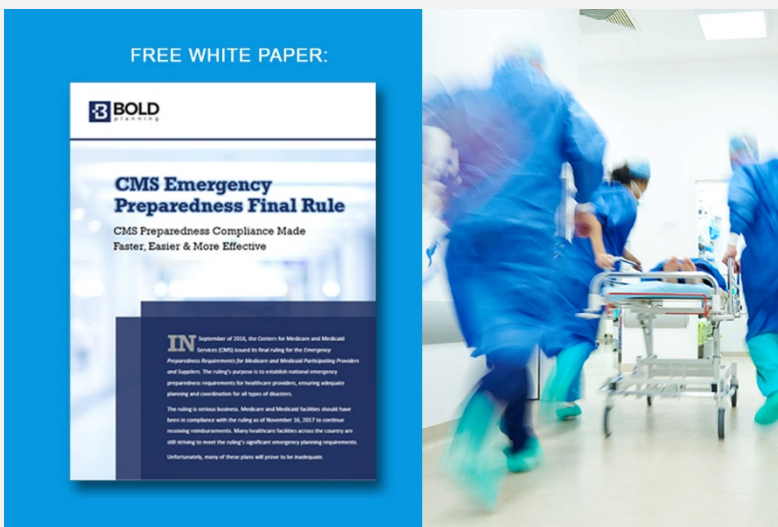
A comprehensive emergency preparedness plan is really a conglomeration of multiple mini-plans. Various hazards and scenarios each have their own activities, response teams, etc. It's the reason why most plans consume, not just a single binder, but entire shelves of binders. As such, precious time can be wasted manually scouring printed tables of contents or indexes looking for the right piece of information.

With well-designed online planning software, information is easily accessed, and key elements can be searched electronically to uncover crucial data within seconds.

Superior Mobility

A binder-laden shelf is difficult, if not impossible, to move in the event of a disaster impacting an organization's facility. Even computer-based applications can be inadequate if key members of the crisis response team are off site without laptops, riding in vehicles, etc.

In addition to offering browser-based solutions, today's leading planning software providers also offer mobile capabilities. These mobile apps place emergency response plans quite literally in the hands of the right people wherever they may be. In all, these mobile capabilities extend the practical application of crisis planning.



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CMS Emergency Preparedness Final Rule
CMS Preparedness Compliance Made Faster, Easier & More Effective

IN September of 2015, the Centers for Medicare and Medicaid Services (CMS) issued its final rule for the Emergency Preparedness Requirements for Medicare and Medicaid Participating Providers and Suppliers. The rule's intent is to establish national emergency preparedness requirements for healthcare providers, ensuring adequate planning and coordination for all types of disasters.

The rule's intent is to ensure that Medicare and Medicaid facilities should have been in compliance with the rule as of November 18, 2017 to continue receiving reimbursements. Many healthcare facilities across the country are still working to meet the rule's significant emergency planning requirements. Unfortunately, many of these plans will prove to be inadequate.

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CMS Emergency Preparedness Final Rule

CMS Compliance Made Faster,
Easier & More Effective

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Continuity of Operations (COOP) Essential Elements Plan Template

Table of Contents

This is an important first section of the plan that makes finding and navigating information easier. Sections should be hyperlinked so items in the Table of Contents can be clicked and the reader directed to the appropriate section.

Plan Approval

This section should contain a statement authorizing the adoption of the COOP plan. A signature block should be included for the organizational authority to approve the plan.

Section 1: Plan Introduction

Mission Statement

As a guiding principle, the organization's mission statement should be included at the beginning of the document.

A. Purpose

The purpose of the COOP plan should be outlined. Example language would be:

This Continuity of Operations Plan (COOP) has been created for [ORGANIZATION]. The Continuity of Operations Plan establishes policy and guidance to ensure the execution of the mission-essential functions for the [ORGANIZATION] in the event that an emergency threatens or incapacitates operations or is in anyway a threat to the welfare of patients or staff; and/or the relocation of selected patients, personnel and functions of any critical facilities of the [ORGANIZATION] are required.

This purpose statement should be followed by specific details surrounding the reasons why the COOP plan is being developed and will be beneficial to the organization and its stakeholders.

B. Applicability and Scope

This brief section should identify the organization for which the COOP applies (including any subsidiary or affiliated organizations if applicable). It should summarize the general type of situation that would drive the implementation of the plan (e.g., situations that require a relocation of mission essential functions). It should also identify who is responsible for determining when the plan is implemented.

C. Supersession

This section identifies any prior plans and specifies the authority of this plan to supersede any previous documents.

D. Authorities

Key publications, guidance circulars, etc. are cited in this section as authoritative documents. These documents typically specify legal or legislative requirements surrounding organizational plans. Examples of authorities include :

- *Continuity Guidance Circular 1 & Circular 2 (CGC1 and CGC2) - Continuity Guidance for Non-Federal Entities - Continuity Guidance Circular 1 (CGC1) in cooperation with the Department of*

Homeland Security and non-federal partners, CGC1 provides guidance to non-federal entities for the development of continuity plans and programs.

- *OSHA 29CFR1910-120 - Occupational Safety and Health Standards - Subpart H - 1910.120(a)(1)(i) Operations required by a governmental body, whether Federal, state local or other involving hazardous substances during an emergency or COOP enactment.*

E. References

Helpful resources that do not rise to the level of mandated procedures should be listed in the References section. Examples of these include:

- *National Response Framework (NRF), Second Edition, May 2013*
- *National Incident Management System (NIMS) - NRF Update August 18th, 2014*

F. Policy

Organizational policies that support or mandate the need for a COOP plan should be outlined and described in the Policy section.

Section 2: Concept of Operations

Section 2 of the plan should focus on the operational concepts underlying the plan. This section explains, in broad terms, the process and strategy involved in preparing for, responding to, and recovering from various hazards and threats.

A. Objectives

The Objectives section highlights specific goals for the organization as it relates to ensuring essential functions continue in an emergency. Examples of objectives might include:

- To ensure the continuous performance of essential functions/operations during an emergency.
- To safeguard patient's well-being and provide for continual care where possible.
- To protect essential facilities, equipment, health records, and other assets.
- To reduce or mitigate disruptions to operations.
- To reduce loss of life, minimize damage and losses.

B. Planning Considerations and Assumptions

This section provides an overview of any key assumptions that must be factored into the plan. This includes assumed time frames for activation and sustainment.

In accordance with continuity guidelines and emergency management principles/best practices, a viable COOP capability for any healthcare organization:

- *Must be maintained at a high-level of readiness.*
- *Must be capable of implementation, both with and without warning.*
- *Must be operational no later than 12 hours after activation.*
- *Must maintain sustained operations for up to 30 days.*

C. COOP Execution

This section outlines situations that can potentially lead to activation of the COOP that may affect the ability of the organization to perform its mission-essential functions from its primary and/or other essential facilities. It also provides a general description of actions that will be taken by the organization to transition from normal operations to COOP activation. It is helpful, in this section, to also provide examples of potentially urgent situations that would not necessarily rise to the level of implementing the COOP.

D. Time-Phased Implementation

Time-phased implementation of a COOP is a way to be prepared for all levels of emergency scenarios that may or may not require relocation of the primary facility. This implementation method allows the individuals responsible for making decisions to be prepared to fully activate the COOP on very short notice, if necessary, but not prematurely activate the plan for situations that do not warrant this level of action.

This section may define the different time phases associated with COOP implementation. Examples include:

Phase I – Activation (0 to 12 hours)

During this phase, alert and notification of all employees, COOP Teams, and other organizations identified as “critical customers” will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. This phase may be terminated if the event is less severe than initially anticipated.

Phase II – Alternate Operations (12 hours to Termination)

During this phase, the transition to the alternate facility is complete and the performance of mission-essential functions is underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

Phase III – Reconstitution and Termination

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

E. Key Staff

It is important COOP Teams and corresponding responsibilities are established prior to COOP activations so team members can be trained on their roles and responsibilities. This section summarizes the organization’s commitment to this principle and establishes who would have the authority to expand or contract teams based on the situation.

Specific teams and associated members should be listed in **Annex A**. All contacts should be listed in **Annex O**.

F. Alternate Facility

This section provides an overview of the factors involved in relocating essential functions to an alternate facility. It describes policy around evaluating the capacity of an alternate facility and the adopted time

frame for review. It further describes the factors that should be considered when evaluating and adopting an alternate location.

Alternate facility locations should be listed (with addresses) in **Annex B**.

G. Mission-Essential Functions

In planning for COOP activation, it is important to establish operational priorities prior to an emergency to ensure that the organization can complete the Mission-Essential Functions (MEFs) that are critical to its overall operation. Any task not deemed mission-essential must be deferred until additional personnel, time, or resources become available. This section specifies who is responsible for determining these MEFs.

The actual details of each MEF should be outlined in **Annex C**.

H. Delineation of Mission-Essential Functions

To ensure that mission-essential functions referenced in Section 2-G are effectively transferred to the alternate facility and continued with minimal interruption, it is imperative that each function have qualified staff and resources assigned to it. Alternate or cross-trained providers and staff should be made available in succession lists, or tiered priority so that potential staff shortages are addressed in advance. These staff will be assigned to perform the specific mission-essential functions at the alternate facility during COOP activations. The staff working at the alternate facility must be able to ensure that mission-essential functions are carried out.

Annex C should provide a complete prioritized list of mission-essential functions. Each mission-essential function should also include a breakdown of estimated personnel and equipment requirements needed to ensure the continuation of that specific mission-essential function during COOP activations.

I. Warning Conditions

Impending events such as hurricanes or winter storms may provide ample warning for notification of staff and pre-positioning of resources in preparing for possible COOP activation; other types of events such as earthquakes or terrorist events, may provide no warning. This section describes the general approach to take depending on the warning lead time. An example is:

- **With Warning** - *It is expected that, in most cases, the organization will receive a warning prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and/or deployment of the COOP Teams to an assembly site or the alternate facility.*
- **Without Warning** - *The ability to execute the COOP following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel impacted. If the deployment of the COOP Teams is not feasible because of the unavailability or loss of personnel, temporary leadership of the organization will be passed to the _____, as identified in Section _____ of this document.*
- **Duty Hours** - *If an event or incident occurs during work hours, which requires relocation of the primary facility, the COOP will be activated, and available members of the COOP Teams will be deployed as directed to support operations for the duration of the emergency. Those individuals*

who do not have assigned roles in the COOP, will either be sent home or possibly used to provide support to the COOP Teams, if additional assistance is required.

- **Non-Duty Hours** - *The ability to contact members of the COOP Teams at all times during duty hours or non-duty hours is critical for ensuring that the COOP can be activated quickly if needed. Procedures must be in place that account for notifying and mobilizing (if necessary) the COOP Teams on extremely short notice.*

This section will typically direct readers to other sections in the COOP, such as staff activation and alert notification procedures.

J. Direction and Control

Lines of succession should be maintained to ensure continuity of mission-essential functions. It is recommended lines of succession be determined to a minimum depth of three positions at any point where policy and directional functions are carried out.

This section should list the top organizational leader, along with three authorized successors (in order of succession). It should also refer the reader to both the Lines of Succession (**Annex D**) and Delegations of Authority (**Annex E**) annexes.

K. Operational Hours

This brief section should specify who is responsible for determining the operating hours of the COOP team and supporting staff, along with time frame expectations team members should expect to support recovery efforts (e.g., 24 hours/day, 7 days/week).

L. Alert Notification Procedures

The ability to rapidly and effectively alert COOP team members and others is critical for success. This section outlines expectations for alert notification procedures, along with potential channels for communicating in an emergency.

The section should refer readers to **Annex F**, which contains a more detailed description of approved communication procedures.

Section 3: Procedures

A. Personnel Coordination

Procedures should be in place to address any personnel issues that may arise among individuals responsible for implementing and supporting the COOP activation. This section lists any personnel resources for supporting staff, as well as defines who is responsible for dealing with personnel coordination issues.

B. Laboratory Chain of Custody Standard Operating Guidelines

Infectious or biological events may require a closely followed chain of custody process for samples submitted to the healthcare organization for analysis. During relocation to alternate facilities, or during reconstitution after such an event, it is particularly important to identify those staff or providers who have come in contact with any samples deemed long-term risks. The section defines who is responsible for maintaining chain-of-custody receipts.

C. Vital Records and Resources

Vital records and resources identified as critical to supporting mission-essential functions should be identified within the COOP, and should ultimately be maintained, updated, and stored in secure offsite locations. Identified below are different categories of vital records and resources.

Vital records essential to the continued operation or reconstitution of the organization during and after a continuity disruption may include:

- Emergency plans and directives
- Orders of succession (Annex D)
- Delegations of authority (Annex E)
- Staff roster (Annex O)
- Staffing assignments
- Records of a policy or procedural nature that provide staff with guidance and information or resources necessary for conducting operations during any emergency and for resuming formal operations at its conclusion

Vital records critical to carrying out the organization's legal and/or financial mission-essential functions and activities may include:

- Accounts receivables / Accounts payable documentation
- Contracting and secured vendor files
- Personnel files / Human Resource records
- Payroll documentation / Social Security documentation
- Imaging assets and patient record access
- Insurance records
- Property management and medical supply records

Details about all vital records should be detailed in **Annex G**.

D. Pre-Positioned Resources

It is strongly encouraged that essential items, such as medical office supplies, PPE, EMR accessible devices, vital records, and other critical resources be pre-positioned at the alternate facility or other off-site location to facilitate relocation during COOP events. The pre-positioned resources should be carefully inventoried and regularly maintained by the Alternate Facility Manager or his/her designee to ensure that there is a clear understanding of what resources are identified as pre-positioned at the alternate facility and what additional resources need to be acquired during COOP events. Security of any resources that may contain patient-sensitive information at the alternate facility must be adequately secured.

E. Drive-Away Kits

Drive-Away Kits may contain items such as internal mobile phones, tablets, forms, publications and other necessary resources that can be stored in a manageable manner. Checklists need to be developed

for the various Drive-Away Kits developed for the organization to help ensure the inclusion of all necessary contents.

Items to consider including in these kits:

- State/local regulations; statutes and administrative codes
- Emergency plans/procedures
- List of positions to be filled and procedures needed to continue mission-essential functions
- Laptop(s)/tablets with necessary forms/plans/procedures installed
- Office supplies to support operations for the initial period of relocation.

Annex H should include details on specific Drive-Away Kits that have been developed for each area of the organization. **Annex N** should include procedures for evacuation.

F. Telecommunications and Information Systems Support

The ability for staff to communicate with individuals internal and external to the organization is critical during COOP events.

The following is a checklist that may be used for planning telecommunications and information systems requirements:

- Plans should address all three types of communication (internal, external, and mobile).
- Plans should include the development of telephone trees.
- Plans should consider use of a hotline numbers.
- Plans should consider radio communications using available staff with radios.
- Plans should recognize different needs ranging from a one-hour emergency to an extended emergency.
- Plans should consider the use of a communication center to serve as a hub for communication needs of all local users.
- Plans should strategize for situations in which all communications systems are unavailable.

A list of internal and external communications capabilities should be identified in detail in **Annex I**.

G. Transportation, Lodging and Food

Policies and procedures should be developed that consider transportation, lodging, and feeding of staff working from the alternate facility. During COOP activations, staff members will likely prefer to use their individual vehicles for transportation to the alternate facility; however, in the event that they are not able to do so, an alternate transportation plan should be in place. Procedures for lodging and feeding arrangements should also be developed. All of the items mentioned above can be accomplished by arranging agreements with other agencies or non-profit organizations. Also, it is a good practice to have agreements with pre-identified private vendors to provide support on very short notice during COOP events.

H. Security and Access Controls

Organization management must ensure all four types of security are addressed and in place at the alternate facility: operational, information systems/cyber, physical, and access controls. Due to the sensitive information contained in the COOP, management should specify who will ensure that distribution of the COOP is limited and that an account of those who have access to the plan is maintained.

Details of specific Security and Access Control policies and procedures are captured in **Annex J**.

I. Personal and Family Preparedness

All staff, including those individuals actively involved in COOP events or not officially assigned a role during COOP activations, should be prepared for COOP activation procedures.

Training should be a part of the organization's orientation for new staff and should be regularly conducted (at least annually) for all existing staff. The training should focus on preparing employees for situations in which they will not be able to work from their primary facility. The training should advise staff on how to be personally prepared by developing "personal go-kits" as well as emphasize the need for Family Disaster Planning to ensure families are prepared for all types of emergencies, including COOP activations.

Annex K provides a Family Disaster Plan developed by the Federal Emergency Management Agency (FEMA) that can be used as a guideline for families to prepare for COOP events.

J. Site Support Procedures

Site support responsibilities are those tasks that must be conducted to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation. These responsibilities include ensuring that an alternate Facility Manager is appointed and that procedures are in place and are followed to ensure a smooth transition to alternate facility operations. These responsibilities also include a planned transition back to normal operations once the emergency situation has passed.

Section 4: Activation – Phase I

The following procedures are suggested as guidelines to follow for COOP activations. They may be adopted or modified as needed to fit with internal requirements. In general, the following procedures are to be followed in the execution of the COOP. The extent to which this will be possible will depend on the event, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and their occupants. This COOP is designed to provide a flexible response to multiple events occurring within a broad spectrum of prevailing conditions.

A. Alert Notification Procedures

This section is designed to provide more detail about alert and notification procedures surrounding a COOP activation.

B. Initial Actions

The section provides an overview of the first steps taken to activate the COOP. It includes identifying the authority responsible for activations and provides a list of steps COOP teams and staff should take to begin the process of relocating to an alternate facility.

C. Activation Procedures During Duty Hours

As procedures will likely vary depending on staff availability, it is important to distinguish between activation procedures appropriate during duty and non-duty hours. This section outlines COOP activation procedures during duty hours.

D. Activation Procedures During Non-Duty Hours

This section provides details on activation procedures to be used during non-duty hours.

E. Deployment and Departure Procedures

Procedures for departure to an alternate facility are outlined here, including instructions on transportation (e.g., bus, private vehicles, etc.), and home-based work expectations.

F. Transition to Alternate Operations

Once a complete transition has occurred, management leadership should declare cessation of the primary site operation and confirm the move is complete. Emergency officials should be notified, as should other stakeholders, such as media, vendors, outside customers, etc.

This section provides instructions related to finalizing the transition.

G. Site Support Responsibilities

Specifies the time frame and responsibilities the facility manager will implement once a relocation has been ordered or is in process.

Section 5: Alternate Operations – Phase II

A. Execution of Mission-Essential Functions

Serves as a summary of responsibilities for executing mission-essential functions are maintained. Refers the reader to mission-essential functions found in **Annex C**.

B. Establishment of Communications

The ability to communicate with internal and external resources during COOP events is vital to the organization. Internal and external resources could include providers, patient families, partner organizations, emergency responders, vendors, the media, and/or the public.

Leadership should ensure all necessary and preplanned communications and information systems are established, adequate, and functioning properly. These efforts can be described here, in general, with details listed in **Annex I**.

C. COOP Team Responsibilities

COOP Teams can consist of internal staff, as well as external staff, vendors, and/or other organizations that may assist during COOP events. For each COOP Team, team members are appointed and given specific instructions regarding their roles on the team. It's important that COOP Teams are developed

prior to a COOP event so COOP Team members have awareness of their roles on these teams and can be trained on their responsibilities in preparation of potential COOP events.

Examples of COOP Teams include:

- Pandemic Team
- Planning Team
- Procedural Adjudication and Grievance Team
- Credentialing/Board Certification Team
- Training and HSEEP Exercises Team

A complete list of teams should be provided in **Annex A**.

D. Augmentation and Surge Staffing

This section describes procedures for expanding staff in the event COOP Teams cannot adequately ensure the continuation of mission-essential functions. It includes management responsibilities related to adding staff, including skill match, insurance requirements, outside agency agreements, etc.

E. Development of Devolution Plans

Devolution is the capability to transfer statutory authority and responsibility for mission-essential functions from an organization's primary operating staff and facilities to another organization's employees and facilities. Devolution planning supports overall COOP planning and addresses catastrophic or other disasters that render an organization's leadership and staff unavailable or incapable of performing its mission-essential functions from either its primary or alternate facilities.

If devolution is necessary, prioritized mission-essential functions are transferred to a pre-identified devolution organization. Direction and control of mission-essential functions is transferred to the devolution organization site and/or identified personnel.

General policies surrounding devolution can be described in this section. Details of devolution are provided in **Annex L**.

F. Development of Plans for Reconstitution and Termination

Organizational management should develop Reconstitution and Termination Plans that will direct an orderly transition of all mission-essential functions, personnel, equipment, and records from the devolution organization to a new or restored facility. Plans and Schedules will typically include:

- Whether the original primary facility is re-inhabitable. If not, the plans will include recommendations of primary facility options.
- Construction needs for the primary facility re-occupancy, including remediation of safety issues.
- Estimated costs associated with construction and occupancy. Plans to include options for funding.
- Notification plans for COOP Teams and staff.
- Timeframe for construction completion and move-in.

This section provides instruction on the procedure for terminating the COOP devolution and starting the reconstitution process.

Section 6: Reconstitution and Termination – Phase III

As soon as possible (within 24 hours) following a COOP relocation, the COOP Teams should initiate operations to salvage, restore, and recover the impacted facility, pending approval from any applicable local, state, and/or federal law enforcement organizations or emergency service authorities.

This section describes procedures for determining when the emergency situation has ended (and is unlikely to reoccur). It further described the options that may be implemented given the circumstances, such as:

- Continue to perform mission-essential functions at the alternate facility for up to 30 days.
- Begin an orderly return to the impacted facility and reconstitute full normal operations.
- Begin to establish reconstitution of normal operations at a different primary facility location.

A. Procedures

The section outlines specific procedures for reconstituting the organization at the primary facility or a new facility.

B. After-Action Review and Remedial Action Plan

This section describes the after-action review (AAR) process following the activation of the COOP and prior to the cessation of operations at the alternate facility. It also describes the goals for the AAR process and methods for updating the existing COOP with improvements that emerge from the review.

List of Recommended Annexes

Annex A: Teams & Responsibilities

Annex B: Facilities

Annex C: Essential Functions

Annex D: Orders of Succession

Annex E: Delegations of Authority

Annex F: Alert and Notification Procedures

Annex G: Vital Records/Resources

Annex H: Drive-Away Kits

Annex I: Communications

Annex J: Security Access Control

Annex K: Family Disaster Plan

Annex L: Devolution

Annex M: Test, Training and Exercising

Annex N: Facility Evacuation

Annex O: Contacts

Annex P: Pandemic Planning



About BOLDplanning Inc.

BOLDplanning Inc. is the preeminent developer of online solutions for Emergency Operations Planning (EOP), Continuity of Operations Planning (COOP), Business Continuity Planning (BCP) and Hazard Mitigation.

Our comprehensive online platform walks planners through each step of the continuity and emergency planning process, becoming the central resource for an organization's plan development, training and ongoing maintenance. Our consulting team is unrivaled in its knowledge and experience, and includes internationally certified CBCPs, CHPCPs, FEMA- certified continuity professionals (PCP/MCP) and IAEM Certified Emergency Managers (CEMs).

The BOLDplanning approach provides an unparalleled platform for both the public and private sector, making the critical process of preparedness planning easy and efficient. Currently, BOLDplanning is the solution of choice for more than 10,000 organizational plans.



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info@boldplanning.com



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