



Northeast Wisconsin Healthcare Emergency Readiness Coalition  
Region 3

## Annex 2

# Continuity Of Operations Plan

June 2022



## Northeast Wisconsin Healthcare Emergency Readiness Coalition – Region 3 COOP

### 1. Introduction

#### 1.1 Purpose

This Continuity of Operations Plan (COOP) establishes guidance to ensure the essential functions of the NEW HERC are continued in the event that an emergency disrupts or threatens to disrupt normal operations.

The COOP ensures that the NEW HERC is prepared to do the following:

- Respond to, recover from, and mitigate against emergencies
- Provide essential services in a threatened, diminished, or incapacitated environment
- Provide timely direction, control, and coordination to staff and critical partners

#### 1.2 Scope

This COOP Plan applies to the functions, operations, and resources necessary to restore and resume normal operations and to assist regional partners during events that have caused significant disruption to normal operations.

The COOP Plan applies to the NEW HERC and all other persons associated with coalition's regional operations center as identified by its membership. Each member is responsible for ensuring a COOP plan is in place for their organization. However, the NEW HERC COOP could support members of the coalition with requested support. Some requests are outside the scope and capabilities of the coalition and therefore will be assessed upon receipt of such requests.

The HCC Contingency Plan does not apply to the following situations:

- Overall recovery and continuity of community business operations.
- The Business Resumption Plan (BRP) for coalition members and Community Continuity of Operations Plan (CCOP)
- Emergency evacuation of personnel
- Short-term incidents where services can be restored within a short period of time
- Any additional constraints not directly controlled by the HCC

The NEW HERC Team includes the NEW HERC Coordinator, President, Vice President, Secretary, Treasurer, Public Health Representative, Hospital Representative, Long-Term Care Representative, EMS Representative, EM Representative, Fire Representative, Law Enforcement Representative, Oneida Representative, Menominee Representative. All team members are required to be familiar with the information in this plan regardless of their assigned role. However, this plan only addresses the operations of the NEW HERC Coordinator. The other NEW HERC team members are expected to have their own COOP plans.

The NEW HERC Coordinator will maintain and update this COOP and provide the plan to critical partners as necessary.



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### 1.3 System Description

Healthcare Emergency Readiness Coalitions (HERC) are a network of individual healthcare and first responder organizations that have come together to coordinate and prepare for emergencies and disaster events. Membership is based by region and can include hospitals, emergency medical services (EMS), emergency management, public health, long-term care, behavioral health, and other ancillary healthcare providers. The strength of HERCs is that they reflect the unique needs and characteristics of each local jurisdiction.

The NEW HERC operates with only one full time member, the coordinator, with the remaining members working in a volunteer basis. The NEW HERC is governed by Officers of the Board with the best interest of the NEW HERC when it comes to direction and decisions when a full membership meeting is not feasible. The NEW HERC meets on a monthly basis and varies location for general membership attendance.

#### **Relocation of Operations**

NEW HERC operations do not have to be conducted at a fixed location or alternate relocation point. If NEW HERC Coordinator needs to evacuate from regular facility, operations may be conducted in any location where there is proper IT infrastructure to conduct work.

#### **Operational Hours**

NEW HERC normal operating hours are Monday through Friday 7am to 7pm; however, the coordinator is available 24/7 for emergencies and does make alternate arrangements if he is off.

### 1.4 Vulnerability and Risk Assessment

The Hazard Vulnerability Risk Assessment (HVA) is an exploratory planning tool used to understand vulnerabilities and outline steps needed to mitigate the impact of the perceived risks.

An HVA is conducted by NEW HERC every year in collaboration with partners. The NEW HERC uses this information to identify gaps in planning, equipment, training, and exercises. The HVA can be requested through the Coordinator. The top identified risks include: flood, seasonal influenza, temperature extremes, suspicious package/substance, mass casualty incident – medical, trauma.

## 2. Concept of Operations

### 2.1 Objectives

The objective of this COOP is to ensure that the essential functions of the NEW HERC are maintained during a wide range of potential emergencies. The objectives of this plan include:

- Ensure the performance of the NEW HERC's essential functions and operations during an emergency;
- Protect records and other assets;
- Reduce or mitigate disruptions to operations;



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- Help facilitate decision-making for execution of the plan and the subsequent conduct of operations;
- Help achieve a timely and orderly recovery from the emergency and resumption of full services.

### 2.2 Planning assumptions and considerations

This COOP must be capable of implementation with and without warning, be operational no later than 3 hours after activation, remain sustained for up to 30 days, and take advantage of existing governmental infrastructure.

The COOP is based on the following assumptions and considerations:

- Emergencies or threats may impact NEW HERC's ability to provide essential services and provide support to other agencies.
- Personnel and other resources from NEW HERC will be made available to continue essential services.
- Emergencies and threats will be prioritized based upon their perceived impact on operations and the public.
- Staff levels may be significantly reduced and there is potential for loss of staff due to personal consequences of the event.
- Remaining workers may be psychologically affected by disaster, disease, family concerns, and concerns about economic loss or fear.
- Information and communication systems that support essential functions during normal day to day operations may not be available.
- An effective response to a community-wide event will require a coordinated effort from public and private entities, including public health, emergency management, healthcare and critical infrastructure providers.
- Key personnel have been identified and trained in their emergency response and recovery roles and are available to activate the COOP.
- Preventive controls (e.g., generators, phone, computers & internet, WISCOM, EMResource, and other means of communication) are operational at the time of the disaster.
- Computer equipment, including components supporting internet accessibility, are connected to an uninterruptible power supply that provides 45 minutes to 1 hour of electricity during a power failure.
- The equipment, connections, and capabilities required to conduct operations at any appropriate location are available.
- Department of Health Services agrees to maintain software with communications providers to support the emergency system recovery. Examples of these software program include but are not limited to EMTrack, EMResource, WEAVR, RAVE, and eICS.
- Communication occurs in a reciprocal manner between the NEW HERC and partners. This information sharing is a key essential function.
- Contracts and expectations for work may be reviewed and revised based on the incident and the needs of the COOP. There may be additional expenses during an incident due to changes in work.



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### 2.3 Essential functions

The essential functions of the NEW HERCs are broken down into three overarching objectives as described by general tasks. These functions shall be prioritized by the NEW HERC in an emergency. However, the NEW HERC Coordinator and/or designated appointee shall conduct further prioritization of the objectives based on the type, scale, and timeline of the emergency.

#### **Non-Profit**

- Ensure appropriate paperwork to maintain non-profit status annually
- Ensure grant deliverables outside of Hospital Preparedness Program (HPP) grant are being completed in a timely manner
- Ensure maintenance of policies and contracts

#### **HPP Deliverables**

- Ensure the Work Plan is updated and submitted accordingly
- Ensure maintenance of plans, annexes, and contracts
- Ensure all key deliverables are completed and submitted per the timeline document

#### **Response**

- Ensure components of Regional Response plan are met by leveraging identified staff, regional partners, other NEW HERC's, and OPEHC

### 2.4 Order of Succession and Delegation of Authority

The order of succession and delegation of authority for the NEW HERC Coordinator is broken down into two time periods based on the expected timeline of the emergency or absence. A short-term and prolonged event or absence are delineated at the discretion of the NEW HERC Coordinator or their successor as defined below and under the general guideline that a prolonged incident has the potential to impact overall deliverables or work plan objectives of the NEW HERC. Additional information and references for the COOP plan can be found in the NEW HERC Response Plan and NEW HERC Bylaws.

It is the responsibility of the NEW HERC Coordinator, NEW HERC Board, and designated persons to ensure that successors are properly trained and supported. Some successions cannot be anticipated in advance and may change based on the context of each emergency situation. Any modification to successions or new delegations of authority needed in a given emergent situation will be authorized as needed during an emergency. It is possible that in certain extreme conditions, the delegation of authority and order of succession may need to be assumed if communication with the normal point of authority is disrupted for significant amounts of time and waiting would result in direct harm to individuals and services. In this instance, the authority may be exercised and the appropriate persons notified once communication is re-established. Additionally, ad-hoc or just-in-time individuals may be identified and leveraged in order to engage subject matter experts in an incident.

**In the absence of a statewide coordinator**, OPEHC leadership will determine order of succession based on the incident. If the SEOC is activated, the statewide coordinator shall act as a liaison. During regional events, the coordinator may act a resource or subject matter expert in order to provide support to the regional NEW HERC Coordinator or designee.



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**In the absence of the regional NEW HERC Coordinator,** order of succession will depend upon the anticipated timeline for absence.

- A short-term absence will follow the recommended depth chart based on availability or deferred to OPEHC leadership for support. The expectations of the NEW HERC Coordinator designee will be to fill normal day-to-day operations as outlined by the NEW HERC Coordinator.
- A prolonged absence will be deferred to OPEHC leadership and the regional NEW HERC Board in determining filling the position as needed.

**In the absence of a NEW HERC Board member,** outreach will be conducted by the NEW HERC Coordinator or designee to surrounding regions as outlined in the NEW HERC Regional Bylaws and Response Plan, and as based on the needs of the incident. If a replacement of a significant portion or the entirety of the board is needed, the need will be deferred to OPEHC leadership for support.

### 3. Activation

#### 3.1 Notification and Communication

The NEW HERC notification process of COOP activation should allow for a smooth transition of operations to continue the execution of essential functions across a wide range of potential emergencies. Contact information for key personnel is located in Appendix A. The notification sequence is listed below:

##### COOP activation during a planned event or normal day-to-day operations

1. NEW HERC Coordinator designates a designee and communicates information to OPEHC
2. The NEW HERC Coordinator or designee is to contact the President and/or Vice President and inform them of COOP activation.
3. The NEW HERC Coordinator or designee is to notify partners of COOP activation by establishing an out-of-office reply for emails

##### COOP activation during an incident

1. Notify NEW HERC Coordinator or Designee of an incident
2. The NEW HERC Coordinator or designee is to contact the President and/or Vice President and inform them of COOP activation.
3. The NEW HERC Coordinator or designee is to notify partners of COOP activation as outlined in the partner contact information section below.

##### **Partner Contact Information**

- The NEW HERC Coordinator or the designated successor will utilize EMResource, eICS, and email to record partner contact information which can be accessed from any location with Internet access. Additional backup contact information will be maintained on WISCOM. All systems are password protected and all partners have access to at least one of these platforms.
- During an emergency situation, the team will utilize EMResource, eICS, WISCOM, email, and telephone (call and text message) to notify the partners of the situation and resumption of operations.



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- Social media platforms may be used by NEW HERC as a resource to gain and communicate information regarding an incident or change to NEW HERC operations.

### 3.2 Transition to Alternate Operations

In the event of an emergency where the coalition team office is no longer operational, the NEW HERC coordinator will communicate the location of their temporary work space with NEW HERC leadership. This location may be any facility that can properly support the infrastructure needed to perform operations (for example, electrical outlets for charging computers) and includes work-from-home operations.

#### **Event cancellation or postponements**

In the event of an incident that affects an event or meeting location, partners will be notified of the cancellation or postponement via direct contact to the participant (e.g., phone calls and emails), posted signage at the event or meeting location, and social media postings, as appropriate. Cancellations may be determined by the NEW HERC Coordinator, NEW HERC Board, or OPEHC leadership.

### 3.3 Execution of Essential Functions

The execution of essential functions—as described in Section 2.3 *Essential Functions*—will be conducted based on the categories listed below. The categories were identified as critical work items that may impact several essential functions.

#### Essential Resources

- EMResource ~ Login (juvare.com)
- [https://www.uchcoalition.org/wp-content/uploads/COOP\\_ANNEX.pdf](https://www.uchcoalition.org/wp-content/uploads/COOP_ANNEX.pdf)
- Activity Log (ca.gov)

#### Continuity of Communications: Data protection, redundancy, and recovery

The Coalition will take steps to preserve critical electronic files and equipment.

- The Coalition recommends that partners save all work-related electronic files on a shared network or drive.
- Shared networks are continually backed up as well as tested on site and off site regularly.
- All desktop computers, laptops, and servers are protected with surge suppression.
- Coalition computers all contain anti-virus software.
- WISCOM radios (area-wide hospital) will be maintained and tested regularly.
- All documentation of resources will be stored in distinct locations for redundancy including cloud storage and hard drive storage.

#### Records Management: Document Preservation

- In addition to electronic files addressed in the previous section, the Coalition will identify and take precautions to preserve critical paper documents.
- All documentation of resources will be stored in distinct locations for redundancy including cloud storage and hard drive storage.



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### Essential Business Functions: Risk Management, Insurance, and Liability

- The NEW HERC maintains Directors and Officers Insurance as well as Errors and Omissions Insurance. Current policies are through the Cincinnati Insurance Companies.

## 4. Deactivation

The decision to deactivate and demobilize the NEW HERC COOP plan will be determined by the NEW HERC Coordinator and NEW HERC Board. This process will include a regular assessment of ability for the NEW HERC to return to a normal operational state. The cadence of the review should be scalable to the incident and response needs. A partial deactivation may be utilized for long-term incidents where the cadence of COOP activities is slowly de-escalated with the potential to re-escalate as necessary.

Once the decision has been made to deactivate, members of the NEW HERC will develop and finalize close out reports, conduct final briefings based on input gained from all liaison staff and their final reports, and conduct a hot wash for the event to capture all critical learning points.

Notification of COOP deactivation will be sent to key partners. Any reports or requests for information (RFI) will be sent to the NEW HERC Coordinator via normal channels.

## 5. Recovery

### 5.1 Recovery Operations

As soon as reasonably possible following COOP activation, the NEW HERC Coordinator or designee will initiate operations to assess, salvage, restore, and recover impacted operations. This will include the continuation of the NEW HERC essential functions in addition the re-assessment, re-prioritization, and re-starting of paused projects in the work plan. Discussion surrounding recovery options will be conducted prior to the deactivation of the COOP and will include all relevant partners (for example, DHS). The NEW HERC Recovery plan serves (will serve) as a resource for the actions needed to be taken to recover NEW HERC infrastructure of space, staff, systems, and resources.

Short-term recovery of operations will focus on the replacement of staff, physical resources, and facilities. Long-term recovery will focus on the addressing of persistent challenges such as recovering and improving systems, building resilience, and supporting staff with mental health resources.

### 5.2 Review of COOP Operations

A review of COOP operations will be conducted following the deactivation of the COOP and used to identify lessons learned to improve policy, planning, and training. An official after-action report of the incident may also include an evaluation of COOP operations as necessary.





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### 6. Review, Testing, Exercising, and Evaluation of the COOP

The COOP plan will be reviewed annually by the NEW HERC Coordinator and the NEW HERC Board. Changes to the COOP may also be made throughout the year to reflect lessons learned and updates to contact information.

The Statewide NEW HERC Coordinator will assist in the coordination and sharing of regional COOP best practices and lessons learned to ensure consistency of COOPs across NEW HERC regions.

The NEW HERC Coordinator will train designees on the key aspects of the plan. The training will be conducted at new member orientations, in Board Meetings, and in training sessions as applicable.

The NEW HERC Coordinator will conduct review sessions of the COOP with key partners in regional meetings for situational awareness. The cadence of these meetings will be determined by the NEW HERC coordinator.

The COOP plan will be reviewed and revised with lessons learned following real events or training events. Additional COOP specific exercises may be conducted if deemed necessary by the NEW HERC Coordinator and NEW HERC Board.



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### Appendix A

Updated information is available on the Board Shared site.

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<b>Fire Rep</b>	<b>Chris Hohol</b>	<b>920-427-6920</b>	<b><a href="mailto:christopher.hohol@wisconsin.gov">christopher.hohol@wisconsin.gov</a></b>
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			-
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# Northeast Wisconsin Healthcare Emergency Readiness Coalition – Region 3 COOP

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## Northeast Wisconsin Healthcare Emergency Readiness Coalition – Region 3 COOP

Topic	Contact
Contact Tracing	<a href="mailto:DHSCocontactTracing@dhs.wisconsin.gov">DHSCocontactTracing@dhs.wisconsin.gov</a>
Wisconsin Exposure Notification app questions	<a href="mailto:WIExposureNotification@wisconsin.gov">WIExposureNotification@wisconsin.gov</a>
Vaccinations: General public	<a href="mailto:DHSCoVIDVaccinePublic@dhs.wisconsin.gov">DHSCoVIDVaccinePublic@dhs.wisconsin.gov</a>
Vaccinations: Providers	<a href="mailto:DHSCoVIDVaccinator@dhs.wisconsin.gov">DHSCoVIDVaccinator@dhs.wisconsin.gov</a>
K-12 Testing Program questions	<a href="mailto:DHSK12CovidTesting@dhs.wisconsin.gov">DHSK12CovidTesting@dhs.wisconsin.gov</a>
Testing results from community testing sites	<a href="mailto:WICovidResult@wisconsin.gov">WICovidResult@wisconsin.gov</a>
Medicaid questions related to COVID	<a href="mailto:DHSDMSCoVID19@dhs.wisconsin.gov">DHSDMSCoVID19@dhs.wisconsin.gov</a>
Wastewater Surveillance Team	<a href="mailto:DHSCoVIDWastewater@dhs.wisconsin.gov">DHSCoVIDWastewater@dhs.wisconsin.gov</a>
Business/Occupational health investigation	<a href="mailto:DHSCoVIDOccHealth@dhs.wisconsin.gov">DHSCoVIDOccHealth@dhs.wisconsin.gov</a>
Outreach Case Management or Travel Alerts	<a href="mailto:DHSCDESOutbreaks@dhs.wisconsin.gov">DHSCDESOutbreaks@dhs.wisconsin.gov</a>
Clinical Lab Improvement Amendments (CLIA) inquiries, DQA CLIA inbox	<a href="mailto:DHSDQACLIA@wisconsin.gov">DHSDQACLIA@wisconsin.gov</a>
Communicable disease (non-COVID) questions	<a href="mailto:DHSDPHBCD@dhs.wisconsin.gov">DHSDPHBCD@dhs.wisconsin.gov</a>
Healthcare-Associated Infections (HAI) Prevention Program inbox	<a href="mailto:DHSWIHAIPreventionProgram@dhs.wisconsin.gov">DHSWIHAIPreventionProgram@dhs.wisconsin.gov</a>
Immunization program/COVID vaccine questions for LTHD and healthcare providers	<a href="mailto:DHSCoVIDVaccinator@dhs.wisconsin.gov">DHSCoVIDVaccinator@dhs.wisconsin.gov</a>
BCD Biweekly Webinar Questions	<a href="mailto:DHSDPHBCD@dhs.wisconsin.gov">DHSDPHBCD@dhs.wisconsin.gov</a>
PCA Portal questions/access requests	<a href="mailto:DHSPCAPortal@dhs.wisconsin.gov">DHSPCAPortal@dhs.wisconsin.gov</a>
ELC funding questions	<a href="mailto:DHSDPHELC@wi.gov">DHSDPHELC@wi.gov</a>
WEDSS	<a href="mailto:DHSWEDSS@dhs.wisconsin.gov">DHSWEDSS@dhs.wisconsin.gov</a>
WEAVR Request	<a href="#">f02741.docx (live.com)</a>
State Staffing Request	<a href="mailto:DHShealthstaffing@dhs.wisconsin.gov">DHShealthstaffing@dhs.wisconsin.gov</a>



Northeast Wisconsin Healthcare Emergency Readiness Coalition – Region 3  
COOP

FEMA Staffing Request	<a href="mailto:Joseph.Cordova@dhs.wisconsin.gov">Joseph.Cordova@dhs.wisconsin.gov</a>
DHS Media Requests	<a href="mailto:DHSMedia@dhs.wisconsin.gov">DHSMedia@dhs.wisconsin.gov</a>



## Northeast Wisconsin Healthcare Emergency Readiness Coalition – Region 3 COOP

All NEW HERC Member organizations are provided an opportunity to provide input into the creation of this plan. This plan is reviewed annually and following major incidents or large-scale exercises as a means to ensure the Board and NEW HERC membership has knowledge of all NEW HERC plans and processes.

Board Member Position	Signature	Date
President	DocuSigned by: <i>Genny Willemon</i>	6/26/2022
Vice President	DocuSigned by: <i>Bill Manis</i>	8/3/2022
Secretary	DocuSigned by: <i>Stephanie Smith</i>	6/30/2022
Treasurer	DocuSigned by: <i>[Signature]</i>	6/24/2022
Hospital Rep	DocuSigned by: <i>Dave Kobielak</i>	7/25/2022
Public Health Rep	DocuSigned by: <i>Sara Lornson</i>	6/28/2022
LTC Rep	DocuSigned by: <i>Nancy Bohman</i>	6/27/2022
EMS Rep	DocuSigned by: <i>Deborah Holschbach</i>	6/29/2022
EM Rep	DocuSigned by: <i>Lauri Maki</i>	6/30/2022
Fire Rep	DocuSigned by: <i>Chris Holod</i>	6/27/2022
Oneida Rep	DocuSigned by: <i>Kaylynn Gresham</i>	6/30/2022
Menominee Rep	Open Position	N/A
Law Enforcement Rep	DocuSigned by: <i>Brian Kohlmeier</i>	6/27/2022