

# Crossroads Community Services Board Emergency Preparedness and Response Plan

August 15, 2017

1. Conduct a hazard vulnerability analysis that assesses and prioritizes the risks or emergency situations that could adversely affect Crossroads programs and services.

Crossroads staff identified the following as potential hazards for Agency programs:

1. Natural and environmental disasters such as hurricanes, thunderstorms, snowfall, rainstorms, floods, physical plant issues (power outage, sewage back-up, loss of water), influenza, severe illnesses of staff and individuals being served.
2. Manmade disasters such as physical attacks against staff and individuals being served, attacks against property and program locations, bio-terrorism events, disposal of hazardous materials, vehicle or building accidents.

2. Specific procedures for Crossroads response to each of the prioritized manmade or environmental emergencies identified above.

Not all Agency programs, individuals being served, or staff are affected by all events and many of the hazards may be program, person or site related only. If an event affects the entire Agency, general procedures may be followed. If specific to a program or person, procedures related to that site will be used. Each program and service site has specific procedures to be followed, with separate telephone call logs and contacts with other Agency staff and/or other organizations. These procedures are known to those program staff who would be involved in such activities and most do not require Agency wide coordination.

Crossroads has an inclement weather plan for all sites as well as for the overall Agency.

Crossroads staff would utilize other agency and/or community sites for relocation of individuals being served (group homes, recreation building, Piedmont Geriatric Hospital, hotels, motels, schools, private homes, and community shelters as established by the

seven county governments).

3. Outline of the emergency incident command structure within Crossroads for responding to and recovering from emergencies. This should:

- Link with command structures in the surrounding community;

Each county has a separate emergency command structure with a designated emergency services coordinator. Crossroads has given each county coordinator the command structure within Crossroads for contact and response if they determine that Crossroads needs to be involved in their emergency management. Each county coordinator is responsible for contacting Agency personnel for assistance as determined by that county.

These county coordinators are as follows:

Amelia County- Thomas E. Harris, (804) 561-3039 (fax-6039)

Buckingham County- Rebecca Carter, (434) 969-4242 (fax-1638)

Charlotte County- Russell B. Clark, (434) 542-5117 (fax-5248)

Cumberland County- Judy Ownby (804) 492-3625 (fax-9224)

Lunenburg County- Catherine Giorgetti, (434) 696-2142 (fax-3447)

Nottoway County- Ronald Roark, (434) 645-8696 (fax-8667)

Prince Edward County- Wade Bartlett/Jonathan Pickett (434) 392-8837 (fax-6683)

- Outlines the roles and responsibilities of Crossroads staff members

The Executive Director is the Agency designated manager during emergency situations. He/she shall utilize the management structure within the Agency's programs to assist during the emergency, whether it is site specific or Agency wide.

Each site manager is charged with the responsibility of providing leadership, assigning tasks, coordination of staff, implementation of the Agency/site plan and other actions at that Agency site during an emergency.

Staff members are to be directed by the managers involved in the emergency situation

and may be called upon to respond to other agency or community locations to assist in the emergency operations.

- Accounts for all on-duty personnel in an emergency (of any duration).

This is program specific for each Agency site and is managed by the on-site assigned manager. The on site manager shall ensure that staff and individuals receiving services are present and accounted for in the program. He/she shall communicate such to the Executive Director or designated emergency operations director of the Agency.

In the case of an on-going emergency situation, key personnel decisions as well as program location changes may be necessary. This would include situations in which Agency staff may be unable to work due to the emergency. The Agency managers, under the direction of the Executive Director, will review available staffing levels and make adjustments based on that as well as other factors including transportation, location of necessary program efforts, consolidation of services, and what services will actually be provided. Essential services are those which require 24 hour a day operation (group homes, residential support, and emergency/crisis services). In some cases this may include pharmacy, nursing, and case management. These latter three may become essential if the emergency lasts longer than several days.

Staff may be assigned to any program based upon individuals' service needs as determined by the Emergency Crisis Team (defined as the managers and the Executive Director who are making the decisions for the Agency in an emergency).

4. A description of Crossroads' role in community-wide preparedness plans.

Crossroads staff has prepared an Agency Emergency Crisis Response Plan. Each county emergency services coordinator and county administrator has been provided a copy of the Agency's response plan for inclusion in the county's emergency planning document.

Crossroads staff will be made available for participation in any county designated training event if notified in advance and staff are available for participation.

In addition, the Region IV CSB/BHA Consortium has developed a plan for emergency behavioral services and back-up assistance.

Crossroads staff is ready to assist the counties in their response to emergency situations.

The counties should contact Crossroads through the emergency services 24 hour a day telephone system- 800-548-1688 or through county emergency channels.

5. Processes for collaborating with community emergency planning and/or response agencies, as well as other health care organizations within the region, that facilitate the provision of services and timely sharing of information about:

- The essential elements of Crossroads command structure

One number for Agency contact with back-up numbers posted. 1-800-548-1688 (24 hours a day, 365 days a year).

Agency telephone call system to alert management and program staff at department or program site level. In the event that telephones or e-mail capabilities are not available for staff communication, the Executive Director or designee shall utilize county emergency communications systems if operational and/or use Agency vehicles for delivering communications to sites without communication capabilities.

- The names, roles and telephone numbers of individuals in Crossroads command structure

#### Emergency/Services Telephone Numbers

1. During work hours (8:30 am- 5:00 pm), contact the emergency crisis telephone number (1-800-548-1688) or the local clinics in Amelia (804-561-5057), Charlotte (434-542-5187, Farmville (434-392-3187) and/or Lunenburg (434-696-3747). Crossroads emergency services staff will answer and assist in getting the necessary services and in reaching

management staff for consultation and planning for an Agency response.

2. During evenings, weekends and holidays, contact the emergency crisis telephone number (1-800-548-1688). This number is answered by telephone answering service personnel who will contact Crossroads on-call staff. Crossroads staff will then contact someone who can assist with needed services.

#### Crossroads Command Structure

1. On-call Emergency Services staff with access to other management staff charged with emergency/crisis tasks. 1-800-548-1688.
2. Dr. Michele Ebright, Director, Outpatient Services, 1-434-392-7049, (434) 808-9000 cell. E-mail address: [mebright@crossroadscsb.org](mailto:mebright@crossroadscsb.org)
3. Daphne Weaver, Director of Developmental Services, (434) 392-4234 office, (434) 607-2397 cell (responsible for developmental services programs) E-mail address: [dweaver@crossroadscsb.org](mailto:dweaver@crossroadscsb.org)
4. Sheila Eames, Director of Residential Programs (434) 392-7126 office, (434) 390-7406 cell (responsible for group homes). E-mail: [seames@crossroadscsb.org](mailto:seames@crossroadscsb.org)
5. Lidia Williams, Supported Housing Specialist, (434) 392-7049 office, (434) 471-6208 cell (responsible for apartments) Email: [lwilliams@crossroadscsb.org](mailto:lwilliams@crossroadscsb.org)
6. Pam Wallace, Director of ID Case Management, 1-800-570-0049, (434) 392-4234, (responsible for case management for persons with intellectual disabilities). E-mail: [pwallace@crossroadscsb.org](mailto:pwallace@crossroadscsb.org)
7. Dr. Susan Baker, Executive Director, (434) 392-7049 office; (434) 607-7833 cell. E-mail address: [sbaker@crossroadscsb.org](mailto:sbaker@crossroadscsb.org)
8. Theresa Crenshaw, Director of Administrative Services, (434) 392-7049 office; (434) 607-7560 cell. E-mail address: [tcrenshaw@crossroadscsb.org](mailto:tcrenshaw@crossroadscsb.org)
9. Kathleen Short, Director of Human Resources, (434) 392-7049 office, (804) 297-6111 cell. Email address: [kshort@crossroadscsb.org](mailto:kshort@crossroadscsb.org)
10. Buck Long, Facility/Maintenance-Technician, (434) 392-4234 office, (434)-390-7657 cell. E-mail: [blong@crossroadscsb.org](mailto:blong@crossroadscsb.org)
11. Crossroads web site: [www.crossroadscsb.org](http://www.crossroadscsb.org)

- Resources and assets that could be shared or pooled in the emergency.

Agency vehicles (keys are in programs / Buck Long or Dr. Susan Baker has access to vehicle keys / keys will be located at 25748 East Prince Edward Highway in Facility/Maintenance Office). These vehicles consist of vans, cars, 4-wheel drive trucks and SUV's. They are located at sites in Amelia, Charlotte, Cumberland, Lunenburg, Nottoway and Prince Edward Counties.

Agency staff members are available to assist in crisis management, counseling, shelter operations, etc. These services are available to individuals currently being served by the Agency or persons affected by the emergency/crisis situations. Personnel resources of the Agency are available based upon accessibility and the nature of the emergency/crisis situations.

Program sites may be used for community gathering for shelter or other necessary services (see attached listing of sites).

#### 6. Procedures to be implemented in the response and recovery phase of the incident.

Crossroads behavioral health staff will provide support to community information and recovery-oriented forums determined appropriate in consultation with local government. The county emergency services director shall be the point of contact for requesting, coordinating, and reporting on such activities.

**Early in the recovery phase**, behavioral health team members will provide, as determined appropriate, a variety of individually and group focused services falling within the broader context of critical incident stress management. These include the following:

1. Assistance with defusing and demobilizations involving first responders if specifically requested. These activities may occur during the ongoing incident.
2. Debriefing sessions may be provided to first responders and other emergency

workers if there is agreement as to the assessed need and if requested by the county emergency services director. These sessions generally occur within 24 to 48 hours following the conclusion of the incident, but may be appropriate for a later time. Follow-up debriefings will be offered according to request and assessed need (e.g., identified risk groups, anniversary events, etc.)

3. On-going assistance will be available to emergency personnel, victims, family members, and affected citizens in the form of crisis intervention and psychiatric intervention to include evaluation, treatment, and hospitalization for those whose incident-related experience has resulted in significant impairment.
4. Behavioral health staff will provide support for community briefings (large group CISM) as needed.

### **Extended Recovery & Community Resilience Phase**

Within the first week of the incident's conclusion, and based on the nature and scope of the incident, observations of the recovery environment, and projected long term psychological consequences, Crossroads behavioral health leadership will collaborate with the other Region IV CSBs/BHAs and the Virginia Department of Behavioral Health and Developmental Services (DBHDS) to seek funding and other resources for *on-going services* through state and federal channels. Specifically, resources will be sought to provide community canvassing and education and community crisis intervention, as well as expanded capacity for mental health and substance abuse treatment for those identified as at risk due to their incident-related experience or in need of treatment for resultant psychiatric conditions.

Crossroads' staff will participate in providing needed services to individuals receiving services, their families, and to the community at large. Individuals receiving services, staff, and programs/services will be placed on the priority list for internal recovery efforts.

7. Procedures for notifying external authorities about the emergency situation, including the community response system, the Assistant Commissioner for Community Services (Frank Tetrick, #(804) 225-4242, FAX: #(804)371-6638),

[frank.tetrick@dbhds.virginia.gov](mailto:frank.tetrick@dbhds.virginia.gov) and the Central Office Emergency Preparedness and Response Director (Beth Nelson, (804)786-5671, FAX (804)371-0092, [beth.nelson@dbhds.virginia.gov](mailto:beth.nelson@dbhds.virginia.gov))

Crossroads staff will notify external authorities via telephone, fax and/or e-mail as determined by each program or by the Executive Director. Program directors will funnel such notification to their supervisors for discussion and approval for sending out external communications relative to their program's operations and emergency response.

8. Procedures for notifying Crossroads personnel when emergency response measures are initiated.

Crossroads personnel will be notified via telephone call trees instituted by each program area. These are maintained by each department director and program site director. The personnel telephone call list is provided to each supervisor and site manager. In addition, cell phones are maintained by department and program site managers.

Crossroads will use the media including local radio and television outlets for general Agency and site-specific communications. WFLO (434) 392-4195 WSVS (434) 645-7734 WVHL (434) 392-9393

9. Procedures for identifying and assigning personnel to cover necessary staff positions in an emergency, including functions related to:

- Individual or resident care activities;

These measures are program and site specific and are the responsibility of site managers and the residential and residential support managers. Each senior management staff person has responsibility for their programs. The Executive Director will coordinate with staff as needed.

- Staff support (housing, family support, and transportation)

Support for staff if they are impacted by the crisis will be the responsibility of each

department director along with program site managers. Managers may request assistance from the Agency or other human service organizations in the event that staff need assistance in areas related to housing, transportation and other areas of daily living.

- Emergency procurement and logistics related to critical supplies (pharmaceuticals, medical supplies, food, clothing, linen, water, etc.)

Programs have petty cash. The Agency has charge cards that are accepted by all vendors. In addition, Crossroads has charge accounts at Wal-Mart, Food Lion, automobile repair shops, and other major stores. Staff have purchasing procedures in place to allow such purchases. In addition, the facility/maintenance staff has access to building and facility supplies through their purchase order system.

- Security (access, traffic control);

Security will be provided by law enforcement personnel. Staff and site managers at programs may need to review and assess damage and seek other Agency personnel or private security personnel to guard or protect property.

- Media communication;

Agency contact for media: Executive Director or designee.  
Radio- WFLO, WSVS, WVHL. TV-Lynchburg, Richmond.

- Facility evacuation.

Each program and site has specific evacuation plans. Site and program managers are responsible for these plans and their implementation.

10. Procedures for facility evacuation, both within the facility and to alternate care site(s) which address:

- Transportation of individuals receiving Agency services/residents, staff and equipment;

The Agency has vehicles available for transport. Staff have access to keys for vehicles and will use them for transportation of staff and individuals receiving services. Site managers are responsible for specific site planning and coordination. The Facility Maintenance Technician has back-up keys for all vehicles and can be contacted. Keys are centrally located at the Facility/Maintenance office at 25748 East Prince Edward Highway.

- Transfer of individual necessities (e.g. prosthetics, special diets, eyeglasses), medications and medical/service records;

Program staff will coordinate for residents and individuals receiving services as required. Site managers are responsible for specific site planning and coordination.

- Tracking of individuals receiving services/residents to and from different locations; and intra- or inter- Community Services Board communication.

Site managers are responsible for specific site planning and coordination. Intra-agency and inter-agency communication will be maintained via the land line telephones at each program or by the inter-agency cell/mobile phone system. The Agency has mobile/cell phones for use. Each program or site manager has access to these phone numbers.

11. Procedures for re-establishing usual operations after the emergency, taking into account the following:

- Alternative means of meeting essential building utility needs, e.g. electricity, water, ventilation, etc.;

Depends upon community and private sector capability. The Agency has use of generators and access to a centralized location outside of Farmville to house residents and staff for an indefinite period of time.

- Back-up communication systems;

Crossroads has the use of cell/mobile phones. However, there is currently no cell phone paging system available in the area. Each county has an emergency network that could be used to access communications with law enforcement personnel in the field who could then check on and deliver communications to remote sites.

- Isolation and decontamination sites;

This is coordinated through the Health Departments in each county as well as the Piedmont Health District central office. (434) 392-3984, FAX (434) 392-1038. Centra Southside Community Hospital in Farmville is also designated as a location for such services. (434) 392-8811, Emergency Department (434) 315-2530.

- Means to access stockpiled pharmaceuticals if applicable;

Each clinic has a supply of medications. Each clinic also has a back-up local pharmacy which could be accessed for medications. Each group home has medications for residents in their medical supply rooms. Case managers and nursing staff will be utilized to deliver medications in the event of emergency needs.

- Continuity of Crossroads operations.

The essential Crossroads programs and services are as follows:

1. Emergency/crisis services
2. Group homes and other residential support programs
3. Medical, including psychiatric, nursing and medication management.
4. Case managers will be utilized for home and community contacts with individuals receiving services as well as transportation purposes.
5. Administrative services including facility/vehicle maintenance, fiscal, reimbursement, computer, personnel and coordination services.

12. A plan for orientation and training staff that addresses:

- The specific roles and responsibilities of staff during an emergency;

Crossroads administration (central office, department directors, site supervisors) will ensure that staff are aware of emergency procedures relative to the Agency and their individual program sites.

- How to recognize different types of emergencies.

Staff will be sent to external trainings as well as those conducted by the local Health Department and county governments. Each site manager will be responsible for ensuring that Agency employees are aware of the variety of emergencies that exist and for actions required by each type of emergency.

- Back-up communication systems during an emergency;

Crossroads has an extensive cell phone system in use by program staff. A list of these cell phones is maintained by the administration office as well as by department managers and programs.

Each county has its emergency 911 system and would be utilized by the Agency staff in emergencies requiring communication. Local sheriff's deputies could be used to inspect program sites and deliver communications to those sites.

In the event that telephones or e-mail capabilities are not available for staff communication, the Executive Director or designee shall utilize county emergency communications systems, if operational, and/or use Agency vehicles for delivering communications to sites.

- How supplies and equipment are obtained in an emergency.

Supplies are obtained as outlined in the third section of #9. All employees know that businesses will charge to Crossroads by use of Agency credit cards or the accounts currently in place. Each individual program staff knows their program specific capabilities for purchasing supplies and equipment. Site managers also have access to credit cards and charge accounts.

Each program has petty cash available as well. In the event that an emergency/crisis situation is long in duration, the Executive Director or designee shall coordinate replacement of petty cash accounts as necessary.

13. A plan for conducting regular drills to test emergency management procedures, which includes procedures for timely evaluation of such drills and modification of drill procedures, based on the evaluation results.

Each program location under the site manager's direction will establish a schedule for regular drills. Documentation of such drills shall be maintained via report format to the administration office as well as on site for review by regulatory agencies. The site manager shall review the drill and make necessary changes to ensure that the drill meets the purpose of ensuring the health and safety of the individuals receiving services, as well as the staff.

14. Procedures for annually reviewing Crossroads hazard vulnerability analysis and plan update.

Conducted annually by management staff at the program and Agency level. The Board of Directors and other outside agencies including the county emergency operations coordinator(s) or committee(s) will be involved as determined by the local county emergency planning documents and county requests for assistance.

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