



# Elko County Ambulance Service

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## MEMORANDUM

To: Rob Stokes, Elko County Manager

CC: Chris McHan, Assistant Ambulance Director, HR, ECAS Staff, file.

From: Lee Cabaniss, Ambulance Director

RE: Continuity of Operations Plan

Date: March 19, 2020

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### **Purpose and Scope of the Plan**

This plan will be activated in a phased response in order to maintain the core services of the Elko County Ambulance Service to continue to provide prehospital response, patient assessment, necessary or assigned emergency management functions, and patient transportation. This plan is being developed to address any critical or long-term disruption to local operations or the ability of the ambulance service to provide core services.

Emergency Medical Service is an emergency essential function. All personnel of Elko County Ambulance Service are emergency essential personnel.

### **1. Identification of Disruptions and Mitigation Strategies**

1.1. Loss of access to facility due to contamination, damage, fire, loss of utilities, or other inhabitability of an assigned Ambulance Service Station

1.1.1. In the case of loss of station, crew members will be assigned to 12-hour shifts in high volume stations and on call status in low volume stations. Staging locations will be determined by the Ambulance Director based on consultation with the Emergency Operations Center.

1.2. Loss of services due to a reduced workforce

1.2.1. Phase I – No reduction in personnel, normal operations

1.2.2. Phase II – Reduction in personnel from 0-25% of normally available full-time staff

1.2.2.1. As determined by the Ambulance Director, additional overtime will be authorized for personnel

1.2.3. Phase III – Reduction in personnel from 25-50% of normally available full-time staff

1.2.3.1. As determined by the Ambulance Director, mandatory overtime will be assigned to available personnel

1.2.3.2. In stations with more than one assigned ambulance, one ambulance may be placed into an on-call status to be determined by the Ambulance Director.

- 1.2.4. Phase IV – Reduction in personnel over 50% of normally available full-time staff
  - 1.2.4.1. Attempt to recall any available volunteer personnel and utilize volunteer personnel as may be necessary to sustain core unit availability
  - 1.2.4.2. Reduced operations to respond with available personnel only
  - 1.2.4.3. Respond to only immediately life-threatening emergencies in accordance with Nevada State Crisis Standards of Care
  - 1.2.4.4. Reduce operations by level of service from ALS to ILS or BLS based on available staffing.
  - 1.2.4.5. Utilize permitted actions under NRS 450B.830.2 to address vehicle shortages, and NRS 450B.830.3 to address personnel shortages. Permitted in circumstances when licensed vehicles and attendants are not available. Only if authorized by the Ambulance Director.
  - 1.2.4.6. Eliminate on-duty staffing and replace core staffing with on-call staffing
- 1.3. Loss of services due to equipment or systems failure
  - 1.3.1. Rolling Stock – in cases where insufficient rolling stock (Ambulances) exist to conduct core operations ambulances will be rotated to provide maximum availability based on known or projected calls for service volume. In cases where rotation is ineffective then responding staffed ambulances will be reduced or reassigned to match available rolling stock.
  - 1.3.2. Information Technology – in cases where IT infrastructure is impacted, patient care documentation will be completed on paper forms for as long as the disruption lasts; reports will be entered into the electronic patient care reporting system at the termination of the disruption. Other IT infrastructure loss will be addressed on a case by case basis based on the infrastructure loss.
  - 1.3.3. Supply Chain Disruption – in cases where normal supply chain is interrupted for medical supplies, pharmaceuticals, etc. we utilize other local, regional, state, or federal resources as available. When all other resources are not available, in consultation with the service Medical Director, the service shall explore short term and temporary means to provide the most effective service with the available supplies.

## **2. Goals and Objectives**

- 2.1. Maintain the core services of the Elko County Ambulance Service to continue to provide prehospital response, patient assessment, necessary or assigned emergency management functions, and patient transportation despite the challenges that present from the existing circumstances.
- 2.2. Elko County Ambulance Service will immediately cancel all public relations, standby events, and any other non-essential services.
- 2.3. Alternate facilities will be designated by the Ambulance Director after consultation with the Elko County EOC
- 2.4. A personnel list will be maintained by the Ambulance Service for the rapid recall of all personnel.
- 2.5. Personnel safety remains a high priority, all Health and Safety Standard Operating Guidelines will be maintained except in cases when amended or updated by the Ambulance Director.

- 2.6. All vital records will be maintained electronically, if applicable, if not physical security of records will be maintained until these records can be filed as per normal operations.
- 2.7. In consultation with the EOC the Ambulance Service will coordinate an orderly and timely recovery from the event, starting with planning before the conclusion of the event. The goal is to resume all normal tasks and activities within 30 days.
- 2.8. Elko County Ambulance will participate in planning events, training, and exercises in order to validate emergency operations and other applicable plans.

### **3. Policies in Effect during Emergency**

- 3.1. All Elko County Ambulance Service policies and guidelines are in place and in effect during emergencies.
- 3.2. The Ambulance Director retains the authority to develop and institute new policy during an emergency.
- 3.3. Clinical Operating Guidelines may be amended by the agency Medical Director as needed to address the specific emergency or changes in infrastructure due to the emergency.
- 3.4. If approved by Elko County, telework, alternate work location, and leave may be approved upon consultation with the Ambulance Director.
- 3.5. The Ambulance Director retains the authority to restrict access to facilities, vehicles, and other locations as may be necessary during an emergency.
- 3.6. The Ambulance Director retains the authority to alter regular working hours during an emergency.

### **4. Employee Roles and Responsibilities**

- 4.1. Agency Leadership roles remain unchanged, but personnel filling those roles may be tasked with emergency operations specific tasks outside of the normal responsibilities.
- 4.2. Agency employees' roles remain unchanged, but personnel filling those roles may be tasked with emergency operations specific tasks outside of the normal responsibilities.

### **5. Staff/Customer/Vendor/Constituents Communications Plan**

- 5.1. The agency will participate with the Elko County Emergency Operations Center and designated Public Information Officer to communicate with all outside personnel.
- 5.2. No employee, staff member, volunteer, or other affiliated personnel may make any statement to the press regarding an ongoing incident, event, or status of the Emergency Operations Center without the express consent of the Incident Commander, EOC Manager, designated PIO, or the Ambulance Director.

## **6. Order of Succession**

- 6.1. The Ambulance Director position will be succeeded by
  - 6.1.1. Assistant Ambulance Director
  - 6.1.2. Selected from the ranked list prepared and maintained by the Ambulance Director
  - 6.1.3. A tenured Paramedic or alternate candidate as designated by the County Manager
  
- 6.2. The Assistant Ambulance Director position will be succeeded by
  - 6.2.1. Selected from the ranked list prepared and maintained by the Ambulance Director
  - 6.2.2. A tenured Paramedic or alternate candidate as designated by the Ambulance Director or the County Manager