



**EMERGENCY  
MANAGEMENT AND  
DISASTER  
PREPAREDNESS PLAN**

Submitted: July 27, 2017

**Broward Behavioral Health Coalition  
EMERGENCY MANAGEMENT AND DISASTER PREPAREDNESS PLAN**

**Table of Contents**

	Page #
<b>PURPOSE</b>	3
Emergency Management and Disaster Preparedness	
<b>BROWARD BEHAVIORAL HEALTH COALITION (BBHC) MISSION, GUIDING PRINCIPLES, AND BACKGROUND</b>	4
<b>SCOPE</b>	4
Applicability	
<b>RESPONSIBILITIES</b>	5
Protocol	
Financial and Data Management	
Additional Responsibilities	
<b>PLANNING AND PREPAREDNESS ACTIVITIES</b>	8
Training	
Exercise	
<b>EMERGENCY/DISASTER EVENT RESPONSE ACTIVITIES</b>	10
Emergency Decision Making	
Delegations of Authority	
Dissemination of Information / Communications	
<b>POST EMERGENCY / DISASTER RECOVERY ACTIVITIES</b>	11
<b>SUPPLEMENTARY INFORMATION REGARDING SUBCONTRACTED PROVIDERS</b>	13
Affiliation Agreement/Memoranda of Understanding/Mutual Aid Agreement	
Special Rules for Providers of Residential Treatment Facilities	
Medical Records	
Disaster Planning Resource	
Shelter and Transportation	

## **Broward Behavioral Health Coalition**

### **EMERGENCY MANAGEMENT AND DISASTER PREPAREDNESS PLAN**

#### **PURPOSE**

The Broward Behavioral Health Coalition (BBHC) Emergency Management and Disaster Preparedness Plan is based on the principles that, as the Managing Entity, it has the responsibility to respond to emergency situations and prepare for disasters. This plan establishes a framework through which the BBHC will oversee that Concordia Behavioral Health (Concordia) implements its plan as well as ensures the implementation of the plan for BBHC subcontracted providers. This includes how the network of providers will prepare for, respond to, recover from, and mitigate the impacts of major catastrophic emergencies which would adversely affect the health, safety, and general welfare of its service population and staff. The plan incorporates protocols of BBHC and Concordia using systematic proactive approaches to work seamlessly.

#### **Emergency Management and Disaster Preparedness**

Emergency Management is the process of preparing for, mitigating, responding to, and recovering from an emergency. Emergencies are defined as any event, human caused or natural, that can cause deaths or significant injuries to employees, persons served or the public; or that can shut-down an organization, disrupt operations, cause physical or environmental damage, or harm the organization's public image.

This plan addresses provisions for dealing with internal disasters such as: medical emergencies, fire safety, bomb threats, chemical spills, workplace threats, violence, power failures and other disasters or circumstances that would require evacuation from the workplace; and, also, external disasters such as: hurricanes, tornadoes, nuclear threats, and any other natural disaster that requires an evacuation.

Those things which could disrupt operations are/will be evaluated based on criticality and probability.

This plan is based on certain assumptions and the existence of specific resources and capabilities which may be subject to frequent change. Actual measures to respond to each situation will be tailored to each emergency situation. As such, a great deal of flexibility is built into the implementation of this plan and some deviation in the implementation of the operational concepts identified in this plan may be necessary.

## **BROWARD BEHAVIORAL HEALTH COALITION (BBHC) MISSION, GUIDING PRINCIPLES, AND BACKGROUND**

BBHC was created in 2011 and was selected by the Florida Department of Children and Families as Broward County's managing entity for mental health and substance abuse services. BBHC's mission is to advocate and ensure an effective and efficient behavioral health system of care is available in Broward County. A key element to this plan is ensuring service continuity and minimizing service interruption during and after an emergency / disaster.

### **SCOPE**

This plan addresses the needs of staff, providers, consumers/clients, and all persons served through BBHC. This plan is to be used in conjunction with the Department of Children and Families Disaster Preparedness/Emergency Plan and the required criteria of the Broward County Local Comprehensive Emergency Management Plan.

The plan stresses the importance of collaboration with the subcontracted provider agencies. BBHC supported by Concordia will coordinate emergency preparedness, response, and recovery activities with the BBHC subcontracted provider agencies and the Florida Department of Children and Families. Having formed these linkage relationships prior to an emergency situation is key to preparing to activate them during an actual incident.

Through this strategy, BBHC / Concordia will facilitate and coordinate a county-wide response for behavioral health to various types of disasters including responding to natural, technological, and human caused emergencies. Through coordination with the individual subcontracted providers and their plans, their description of how they will provide ongoing uninterrupted services, plans to provide shared or off-site back-up offices or locations, and critical areas of each agency's operation that require a coordinated, well thought out process to include both internal and external planning and delivery, BBHC will inform the response.

The purpose of this plan is to ensure BBHC:

1. Outlines the roles and responsibilities before, during, and after an event.
2. Maintains a high level of readiness.
3. Is capable of implementation both with and without warning.
4. Is operational as soon as possible with the goal to be fully operational within 12 hours after activation.
5. Maintains sustained operations for up to 30 days.
6. Takes maximum advantage of existing network infrastructures and community resources.

Other resources within the agency to be reviewed in addition to this plan:

- BBHC will oversee that Concordia Behavioral Health reviews each subcontracted provider plan annually to confirm each plan addresses major areas of importance such as protecting all consumers/clients, their records, and the continuity of care through their ability of accessing vital services in the case of a disaster, and other key components of the plans

- BBHC will oversee Concordia Behavioral Health provides Training and Technical Assistance regarding emergencies and disaster preparedness with the subcontracted providers, as necessary.
- Concordia Behavioral Health's current Business Continuity Plan (BCP), centered on Concordia technology and systems hosted at Terremark

### **Applicability**

This plan applies to BBHC operations and to the subcontracted providers funded through BBHC, in collaboration with Concordia. This plan will be made operational following a human caused or natural disaster and is activated following such disasters.

### **RESPONSIBILITIES**

BBHC has established an internal framework and an effective comprehensive system to ensure that the health and safety concerns of the staff and the subcontracted provider agencies are addressed in the event of an emergency situation. BBHC will implement these emergency preparedness responsibilities through interrelated actions: planning and preparedness activities, event response activities, and post-recovery activities. Each action will serve as one phase of a comprehensive process, with each phase building on the accomplishments of the preceding one.

BBHC's primary concern is the safety and well-being of all of its staff, key stakeholders and clients/consumers served via subcontracted agencies. BBHC is also committed to ensuring that all precautions are taken in the event of an emergency. The Chief Executive Officer will be responsible to ensure that BBHC's emergency plan is reviewed and updated each year in coordination with Concordia. It is also the responsibility of BBHC to ensure that Concordia reviews its subcontracted providers' emergency plans and requests that they update their plans on a yearly basis as well. This is contractually mandated for the subcontracted providers.

### **Protocol**

The BBHC Office will be the identified Command Center during a disaster. This Command Center location will remain open until a disaster / emergency is determined to be at the level which would preclude staff being located there. Should this site not be usable due to damage, BBHC will work at a designated alternative Command Center location; Memorial Healthcare System. BBHC is currently working on developing additional alternative sites and will update this plan accordingly as the additional sites are confirmed.

BBHC telephone numbers at this site is: **(954) 622-8121**

Official notices regarding a disaster/emergency situation will emanate from the BBHC Chief Executive Officer. If the Chief Executive Officer is unavailable, the designee as noted below will coordinate actions to take in case of disaster/emergency situations. These notices will include orders to evacuate or close the office and the all clear signal for return to work.

In an emergency the following people, in order, are those who would become responsible for serving as “Disaster Coordinators” and are responsible for making decisions affecting the overall agency and its services and for delegating duties and responsibilities to the other staff members.

- **Chief Executive Officer:**

The Chief Executive Officer will be in charge of overseeing the entire agency and evacuation if necessary.

- **Director of Administration:**

The Director of Administration will be in charge of ensuring that staff is following the Disaster Protocol for financial records management. S/he will ensure that Concordia activates its plan which shall include the subcontracted providers implementing their disaster plans.

The Director of Administration will be in charge of ensuring that Concordia is contacting providers before an emergency and conducting post-recovery assessments of provider agencies.

- **Director of Operations/System of Care:**

The Director of Operations/System of Care will assist the Director of Administration, as necessary.

- **Director of Administration:**

The Director of Administration will work in conjunction with Concordia technology and systems hosted at Terremark, to ensure back-up of all data in system and any technical areas.

BBHC will implement the protocol for emergency/disaster situations by communicating with staff and necessary key stakeholders. An emergency phone call tree is vital to the success of communications in the disaster. The **Chief Executive Officer** will delegate the task of compiling and utilizing the phone call tree to the **Director of Administration**. BBHC will keep an updated phone call tree which consists of employees’ name, all office and home telephone numbers, cellular telephone numbers, e-mail addresses, and home addresses. When electronic communication fails, having an employee’s home address is of major importance in contacting them to assess their safety and for assistance if needed. The phone call tree will be updated and reviewed as needed.

Once the Chief Executive Officer decides that all or any part of the emergency plan must be activated, s/he will inform the Chair of the Board of Directors, the Director of Administration, and the Director of Operations/System of Care. The Director of Administration will be responsible for ensuring that Concordia is contacting the subcontracted providers. If the Director of Administration cannot be contacted or is unavailable, the **Director of Operations/System of Care** will assume the responsibility. In the event of an emergency, BBHC’s Director of Administration has maintained and

prepared an Emergency Contact sheet which consists of agency name, agency contact person(s), all office and home numbers for telephone, cellular telephones, e-mail address, and office addresses for agency contact person(s). This list should be kept in a safe location by designated staff at their workplace as well as at another safe location, such as their residence. Additionally, all staff receive the Emergency Prep List which details office preparation prior to a potential emergency/disaster as well as a list of items to take home so that the staff have those items on hand for working at an alternate location. The Director of Administration will oversee that Concordia is contacting subcontractors ensuring agencies are following internal disaster protocol. S/he will also oversee that Concordia contacts the agencies post-recovery to ensure agency status and assess for any needed assistance.

BBHC's Director of Administration will oversee that Concordia is conducting the Post-Recovery follow-up interview with subcontracted providers. The interview will include the following questions to the providers in order to ascertain the extent, if any, of damage caused by the disaster:

- Incidents involving consumers/clients and/or staff, including during evacuation
- Status of BBHC funded consumers/clients identified by program rosters
- Loss of property, personal or otherwise
- Status of agency facilities
- Status of treatment program schedules

Documentation of calls made and information obtained will be maintained by Concordia and provided to the BBHC's Director of Administration or designee.

### **Financial and Data Management**

The Chief Executive Officer (CEO) will designate the Director of Administration in coordination with Concordia to coordinate the responsibility for the collection and processing of data used to document expense and claim reimbursement prior to or upon return to work from an emergency / disaster. This person(s) will be responsible for the financial management during a disaster and will be trained in the appropriate documentation and reimbursement procedures, processing, and maintaining records of all expenditures and obligations, personnel, equipment, and material. The Chief Executive Officer will appoint the Chief Financial Officer (CFO) or designee, in case the first designee, the Director of Administration, is not available.

Electronic files will be backed-up weekly and in the event of an impending natural disaster, such as a hurricane, it will be backed-up prior to the end of the business day. This will be done by BBHC in conjunction with IT contractor Patchnet, Concordia's IT Team, and CFO financial consultants. These electronic files will be securely stored off site. There will also be a financial plan implemented and will include the processing of paychecks and assurance that Concordia is providing payments to providers to help with recovery. The Chief Executive Officer will request that the Board of Directors address advance payments to providers, if funds are available, to help with recovery.

### **Additional responsibilities:**

- The Chief Executive Officer will maintain a roster of the BBHC Board of Directors, Concordia, and other pertinent Broward County contacts for emergencies / disasters.
- Staff designated by the Chief Executive Officer in each area will have access to the internet via computer and/or cell phone to monitor emergency broadcasts.
- The Director of Administration will see that those individuals who require the Emergency Management and Disaster Preparedness Plan obtain one and have a current version.
- The Chief Executive Officer will interface with media on the emergency's impact related to BBHC or will select a designee to do so.
- All staff, in the event of weather emergencies, will monitor the appropriate websites/radio/TV channels to determine when the "all clear" signal is given.
- BBHC will safeguard all BBHC records, files, data and equipment. This will include moving all electrical devices such as phones and computers away from windows and inside plastic storage bags when indicated, based on type of emergency, such as in the event of an upcoming storm.
- BBHC's Director of Administration will maintain daily log of emergency related activities; as well as appropriate inventories of equipment, materials, etc. prior to emergencies / disasters, as well as donations, offers of service, and goods during post emergency / disaster activities.

BBHC will cooperate with other entities in Broward County to provide assistance to the community at large, as is feasible.

### **PLANNING AND PREPAREDNESS ACTIVITIES**

As part of the Emergency Management and Disaster Preparedness Plan, BBHC ensures sufficient training activity.

#### **Training**

BBHC has training for its staff to ensure awareness and skills required to develop, implement, maintain, and execute this plan.

Training includes:

1. Specific emergency preparedness and response protocols
  - a. Fire Safety
  - b. Terrorism / Bomb / Manmade Disasters
  - c. Hurricane / natural disaster
  - d. Pandemic
2. Subcontracted provider capabilities/readiness
  - Annual review of subcontracted provider (conducted by Concordia) emergency / disaster plans



3. BBHC, Concordia and subcontracted provider records protection and recovery plan
  - a. Identification of vital records
  - b. Prevention measures
  - c. On site security
  - d. Off-site storage backup
  - e. Electronic records
  - f. Records recovery and restoration
4. Integration with local emergency management system
  - a. County emergency operations centers
  - b. Law enforcement
  - c. County health departments
  - d. Hospitals
  - e. Other
5. Continuity of services for consumers/clients during or after a disaster
6. Communications

### **Exercise**

In addition to training, a comprehensive exercise program is necessary to practice, evaluate, and improve emergency plans and procedures. The Chief Executive Officer will coordinate an exercise protocol for BBHC related to Fire Safety, Terrorism / Bomb / Manmade Disasters, Hurricane / natural disasters, and pandemic situations. This may include drills and exercises whenever possible.

Each element of the plan will be evaluated through a combination of different tests and exercises, and procedures that ensure that the information obtained is incorporated into a remedial action process. At a minimum, BBHC will:

- Train at orientation
- Periodically test alert and notification procedures
- Plan periodic exercise of operational plans, as indicated
- Oversee that Concordia has planned joint subcontractor provider exercises in conjunction with DCF, as such exercises may occur
- Periodically validate and test equipment, where applicable.

Emergencies/disasters that only affect some areas of Broward County may occur in which case subcontracted providers may be called upon to support the emergency disaster needs of other subcontracted providers. BBHC will oversee that Concordia is ensuring that subcontracted providers currently have, and will continue to be required to have on an annual basis, identified agencies throughout the County that they have documented agreements with to share program locations, administrative offices, and other resources, should their location not be affected or, even if affected, should they maintain capability of continued operations. If an emergency or disaster occurs that affects the entire County, BBHC will, in partnership with DCF, identify other areas within the State of Florida that are unaffected and are in agreement to provide emergency response services and address priority needs during the recovery stages of reestablishing local activities.

As the funder, BBHC will oversee that Concordia communicate the contracted requirement for the Emergency Preparedness and Disaster Response Plans to include key roles, responsibilities, and expectations. Areas to be addressed in each subcontractor's plan include, and are not limited to:

- Development of the capability to support their staff and agency functions to ensure they can perform their duties during the disaster period;
- Maintenance of facilities that have a reduced vulnerability to hazards;
- Appropriate equipment and trained personnel to carry out their internal and circuit responsibilities;
- Exercises and testing of internal plans to manage responses in a disaster;
- Agreements with other subcontracted providers to provide or receive aid during a disaster to include resources of other agencies and/or the community (see section on Providers);
- An established protocol for announcing an emergency – internally and externally;
- Participation in activities to educate other subcontractors, residents, employees, consumers/clients, and the community in disaster preparedness;
- Identified staff in the plan (by position) who will perform the role of single points of contact for such reports as damage control, resource requests, communications and individual agency announcements and;
- An updated, current agency telephone call tree of all key staff personnel and their roles and responsibilities within the agency in the event of a disaster.

### **EMERGENCY/DISASTER EVENT RESPONSE ACTIVITIES**

BBHC will follow a general response model in the event of an emergency / disaster:

➤ *A trigger event occurs*

Such as weather alert, internal fire or other alarm or verbal declaration of an unsafe or emergency situation, law enforcement notification, State or DCF declaration, Federal notification, surveillance finding

➤ *Assessment of the Situation*

- Gather information
- Coordinate with designated entities and individuals
- Determination of potential magnitude
- Identification of technical expertise and needs
- Designating roles/responsibilities / time frames for action
- Communication of plans to appropriate parties (Executive Board members, Concordia, Network Subcontracted Providers, etc.)

May result in

- Activation of Emergency Response Plan

➤ Monitoring of the Event

- Tracking of action tasks
- Ensuring ongoing communication and regular briefings
- Maintaining key individuals updated
- Continuing to gather information
- Evaluating progress

➤ Re-Assessing as the Situation Changes

**Emergency Decision Making**

Two key elements which are essential for making sound emergency decisions are: knowing the amount of time that is needed to prepare and mobilize for the emergency; and the amount of resources which are needed and available to respond. The Chief Executive Officer in conjunction with the BBHC Board of Directors and other designated Concordia individuals will determine the level of risk and the timing of planned activities related to the emergency/disaster.

**Delegations of Authority**

The Chief Executive Officer shall identify and maintain delegations of authority to ensure the rapid response to any emergency situation requiring plan activation.

**Dissemination of Information / Communications**

The Chief Executive Officer is responsible for following the communications protocol in a timely fashion.

The Chief Executive Officer will be the liaison to DCF in the ongoing communication between subcontracted providers during any declared disaster.

Event Response Activities may also include:

1. Monitoring for and activating local emergency management plans
2. Deployment of staff
3. Coordination of provider subcontractors and resource sharing
4. Tracking of individuals receiving services
5. Evacuation or relocation of individuals receiving services

**POST EMERGENCY / DISASTER RECOVERY ACTIVITIES**

Once the emergency has passed, coordination of response and relief operations will begin. The Chief Executive Officer will continue to direct management and coordination of all emergency response functions for BBHC. When appropriate, Concordia and subcontracted provider representatives will be involved.

Recovery encompasses operations during the initial disaster response period through the transition to long term recovery operations, if required for major disasters. Recovery may continue well beyond the close of the response phase and the deactivation of the official designation. "Recovery activities" refer to actions by response agencies and survivors

to begin the process returning to pre-disaster conditions. Recovery also refers to government programs of assistance, support, and technical services that facilitate survivors' recovery actions, such as grants and low-interest loans for repair or replacement of homes, businesses, property, and infrastructure; technical assistance; and education and information.

BBHC will be the primary initial local coordinating entity for Concordia and the subcontracted providers for requesting resources and relief from DCF/State and Federal sources and will coordinate with State and Federal Emergency Response Teams when they are established and sent after the emergency. After the immediate emergency response phase, more and more of the direction, control, and coordination of the emergency response functions will be transferred to normal county government agency functions. At the point when the Declaration of Local Emergency is lifted, the County and municipal government agencies will be in complete control of all Broward County recovery efforts. BBHC will continue to coordinate as appropriate.

Post emergency, the Chief Executive Officer or designee will notify the BBHC Board Chair and other staff of the "all clear" notification. If there is minimal damage, BBHC will reopen at 8:30 AM the next day following the "all clear" notification. If the damage to the facilities or the area is more extensive, BBHC will reopen when the area is cleared and/or when the building is safe for occupancy. Staff should call their direct supervisor if they are unsure about when or how to report for duty. Should this site not be usable due to damage, the Chief Executive Officer will work with the DCF Administrative Office to secure another location. Employees will be notified where to report to work.

It is also the responsibility of each staff member to repeatedly attempt to check in with their direct supervisor daily to determine when to report for work.

The Chief Executive Officer will be the liaison to DCF in the ongoing communication between Concordia and subcontracted providers immediately following any emergency or declared disaster. Incident Reporting will follow any activities or situations according to established reporting requirements and/or as requested by DCF, in a timely manner. Once a situation is determined as appropriate to report, the Chief Executive Officer will coordinate the submission, coordinate responses and/or notifications identify appropriate resources to meet the needs of the situation, and address any corrective actions and/or additional notifications deemed appropriate as a result of the incident.

Additional Post Disaster Recovery Activities include

1. Community needs assessment
2. Assurance that Concordia is overseeing subcontracted provider implementation of continuity of services plan
3. Records retrieval
4. Post event review
5. Plan revisions as necessary

## **SUPPLEMENTARY INFORMATION REGARDING SUBCONTRACTED PROVIDERS**

### **Affiliation Agreement/Memoranda of Understanding/Mutual Aid Agreement**

All mental health/substance abuse treatment facility sites must have in effect, an affiliation agreement or mutual aid arrangement with each other, in writing, for the provision of inpatient care and other treatment services. The affiliation or arrangement provides the basis for effective networking relationships under which residential treatment care or other treatment are available promptly to the consumers/clients when needed. These treatment sites must have in their files written documentation from the clients that they consent to continued treatment in emergencies. BBHC will oversee to ensure Concordia has reviewed subcontracted provider plans for inclusion of the above and below criteria.

The **Disaster Planning Resource Affiliation Agreement** that each provider residential treatment site has arranged for a mutual aid and affiliation agreement with another facility (or facilities) to provide emergency services and continuation of mental health psychiatric and/or substance abuse treatment for their clients. The agreement should include, but not be limited to the following:

- shared staffing arrangements - inclusive of liabilities, orientation, and training, and billing arrangements
- shared equipment and supply arrangements
- shared food and water arrangements
- Medical records arrangement

### **Special Rules for Providers of Residential Treatment Facilities**

BBHC will oversee that Concordia confirms with the subcontracted providers that at all times on the premises of a residential mental health and/or substance abuse facility, a fully equipped emergency tray, including emergency drugs, medical supplies and equipment, is available for each resident. The provider staff must be trained, knowledgeable, and familiar with the administering of medication. The subcontracted provider agency must have enough staffing to allow for coverage, as well as to handle any medical emergency which may arise.

The subcontracted provider staff will be trained to handle medical and non-medical emergencies. Residents/clients must be fully informed regarding what to do, where to go, and who to contact if a medical or non-medical emergency occurs. Communication should also occur with families, guardians, and significant others, as applicable by the provider staff.

The subcontracted providers should ensure that all staff knows their role in such emergencies and where the emergency tray with drugs is currently kept. Because of the unique needs of each resident, the subcontracted providers must ensure that the staff can demonstrate all of the techniques required for fast, safe, and efficient completion of the emergency evacuation process prior to the occurrence of an emergency. Drills must be conducted to test the efficiency, knowledge, and response of personnel.

## **Medical Records**

HIPAA regulations require facilities to safeguard medical records against loss, destruction, or unauthorized use. BBHC requires that subcontracted providers have standard measures to safeguard data and information including provider files and records against loss, destruction and tampering. These measures include:

- Guidelines to prevent destruction of records
- Guidelines for destroying copies of records,
- Protecting records in a manner that minimizes the possibility of damage from fire and water and
- Retrieving baseline data if original records are lost, destroyed, or tampered with.

For computerized systems, BBHC requires that subcontracted providers have policies and protocols of disaster recovery and business continuity as it impacts the management of information and data. Items to be considered are:

- Plans for scheduled and unscheduled interruptions
- Periodic back up of the server
- Policies and protocols that address the responsibility of each staff person to save all their documents to the server; therefore, ensuring that all electronic files are backed up
- Contingency procedures for operations interruptions with a back-up system (computerized or manual) on how data retrieval will be addressed, including retrieval from storage and information presently in the system, and retrieval of data in the event of a system interruption, along with back up data
- An emergency service plan

## **Disaster Planning Resource**

BBHC will serve as a resource for Concordia and the subcontracted providers during all phases of emergency and disaster planning, response and recovery.

## **Shelter and Transportation**

In the event that a weather emergency such as a hurricane or flood is forecast or another disaster strikes, BBHC will oversee that Concordia review with each subcontracted provider their client /family contingency plans for evacuation from the site should it become necessary. The plan includes knowing where the client will be staying (friend, relative, or a shelter), obtaining phone numbers in order to contact the client regarding any change in treatment (time, location, etc.), and planning for alternative transportation. "Normal" transportation will most likely be disrupted by the emergency or disaster. Discussion should take place between the staff, provider, case manager and client/family about emergency transportation options. As a means to assist, the subcontracted provider staff may generate and distribute a "tip sheet" for clients, which list emergency phone numbers, community resources, etc. In the event that the staff has responsibilities for more than one treatment center, contingency plans should be included in policies/procedures to address the need for assisting staff as necessary.

- Possible resources for emergency shelter include friends, relatives, American Red Cross shelters (check with local chapter), motels/hotels, churches, schools, and

vacancies at local apartments/condos.

- Possible resources for emergency transportation include military reserve units, bus/taxi, area agency on aging, church affiliated groups, ambulance, highway departments and a last resource is your local police. The police are usually extremely busy in a time of community crisis.

Along with the above referenced tasks of assisting with shelter and transportation, all subcontracted provider staff has an important role to alleviate the stress inherent in the situation. Any type of change in routine can cause stress for clients and staff alike. The change in routine that a disaster can cause in a substance abuse/mental health residential treatment center can be immobilizing. The staff, in a professional role, is responsible to assist in helping the clients, their families and other staff (should it become necessary) to effectively cope with the additional stress of the disaster.

BBHC will support all efforts of Concordia and the subcontracted providers before, during and after any emergency or disaster situation.