

CRISIS COMMUNICATION PLAN: SEVERE WEATHER

Evergreen Life Services
SELA and SWLA Divisions
2023

F. Kathleen Elliott
COM 562 Spring 2023



<https://freesvg.org/hurricane-swirl>

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Section 1: RISK THREAT ASSESSMENT

Highest Probability and Impact Threat [Hazard]: Evacuation due to Severe Weather

The purpose of identifying the threat with the highest probability and impact unique to Evergreen Life Services allows for the development of a plan that will target, and minimize the impact of the risks created by those threats.

Our individuals have unique health needs that are best met within the context of our organization's specific abilities. Minimizing the time spent in evacuation status means minimizing disruption that threatens life. The longer it takes to get back into a functional home setting, the higher the likelihood the individual may suffer a significant health event. Historically, evacuations have precipitated deaths. Extended time in evacuation typically means finding alternative care placements.

Funding sources follow the individual. If the individual is not living in our care, the domino-effect of vacancies means a lack of reimbursement from the state for our remaining infrastructure. Our company is subject to intense regulatory evaluation and scrutiny by entities that require maintenance of high service levels regardless of the crisis context.

Time Sensitive Restoration of Services:

Time for restoration is a huge factor in determining the level of impact of a threat. The longer it takes to restore business-as-usual, the higher the threat to people, finances, and our reputation. All evacuation risk bankrupting the company.

Restorations that take more than a year to complete are catastrophic. A home that takes a year to restore would likely not be restored at all—it would be closed. Individuals would be moved into alternative placement outside of our company's system.

Evergreen Life Services is required to have a Crisis Plan, and to practice evacuation drills annually. Historically, these plans are generic and do not identify specific individuals or resources. Typically, many years pass between crisis events. The company does not keep track of or streamline historic resources used in the past nor maintain a current list of resources.

HISTORICAL EVENTS					
Date	Storm	Division	Individuals	Time	Distance
Dec. 2022	Severe Ice Storm	All	850	3 days	Shelter in Place
Aug. 2021	Hurricane Ida (Cat 4)	SELA	150	2+ months	317 miles
Feb. 2021	Severe Ice Storm	CENLA	100	Shelter in Place	
Aug. 2020	Hurricane Laura (Cat 4)	NWLA/ WCAL	150	1+ month	188 Miles

Identify Risks:

- 1. People:** Louisiana regularly experiences storms that require extended evacuation, specialized services. Current staffing patterns are strained at baseline. Due to fragility, historically deaths occur during, and up to 2 months after a major evacuation.
- 2. Financial:** Extreme costs associated with maintaining individuals and staff at offsite care. Deaths and injury create vacancies and loss of revenue, and predictable lawsuits.
- 3. Reputational:** Vulnerable to public criticisms from intense State and regulatory scrutiny; inevitable increased media attention.

Rating	Level	People	Financial	Reputational
3	Catastrophic	Likely deaths; serious injury	>30 vacancies; Loss of donors; Total property loss losses; Restoration > 1 year. Inability to meet payroll; maximum fines, penalties, lawsuits	Negative media attention; maximum fines, penalties, lawsuits
2	Dangerous	Possible death; severe injury; hospitalizations Worsening of chronic disease; illness due to immobility (PNA, pressure injuries)	Restoration and repairs <6 months; Repairs exceed insurance; restoration <6 months; 3 rd party agency staff	Local [social] media attention >24 hours; staff ratio minimums strained; State complaint survey/s
1	No Low Level Risks in this Threat category			

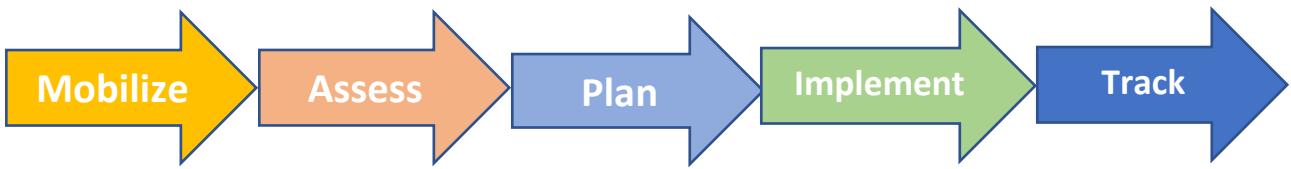
Section 2: STAKEHOLDERS

Identifying key stakeholders prior to a crisis allows the team to respond efficiently mitigating negative impact. Knowing who the key stakeholders are allows crisis managers to prioritize responses and manage expectations. The value of knowing who the stakeholders are allows the team to manage messaging and instill trust. The company will strive to effectively target individual stakeholders by the type, style, and frequency of message delivery.

The lack of connectivity, electricity, and transportation available in a severe weather situation requires team members to know their roles prior to a crisis. Individuals may have to assume additional roles based on immediate needs.

Internal stakeholders are Advocates. All external stakeholders are typically Adversarial. External stakeholders include regulatory agencies that interpret and apply State regulations to our operational methods, whether we are working in normal operational status, or have evacuated usual resources due to severe weather. They do not aid or provide resources. When surveying

evacuation sites, both regulatory agencies and media often come with a critical eye. It is important to understand thoroughly their expectations, and to prioritize communicating and fulfilling our commitment to meet those expectations. It is important that staff are trained in how to meet those expectations.



• Who are the stakeholders?	• Who is affected and how?	• What is our goal? • What do we need to do to reach our goal? • Who will do it? • How will we know when we have reached our goal?	• Are we following our plan? • What can we do better?	• Are we evaluating our work? • Did we follow the plan? • What did we change? • Did we reach our goal?
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Healthy People 2020 (HealthyPeople.gov)

Internal

Internal stakeholders include Evergreen Life Services C-Suite, employees, individuals served, and their families. Internal stakeholders are overwhelmingly Advocates. They need to be reassured that the company is on top of the situation and given direction as to whom to contact for more information, how to stay in touch with their loved one, and how they may assist in the safety efforts.

During a severe storm threat the C-Suite activates and functions as the core of the Crisis Team. SELA and SWLA are the Divisions most likely to evacuate; the primary evacuation destination is to the NWLA Division. For this reason, all three Divisions are regularly included in Crisis Team Planning.

Employees are activated to participate in evacuation needs, including immediate threats and on-going evacuation site support. Families and employees are contacted in a phone tree & updated via email by designated staff.

The general public is largely Ambivalent. One story of a potentially vulnerable individual could quickly turn negative. Individuals caring for a person with developmental disability, especially those considering out-of-home placement, have a vested interest and can be Advocates or Adversarial depending on messaging and outcome of the crisis.

Company Wide

Name	Position	Contact Phone	Contact Email	Address	Role
Sue Buchholtz	Chief Executive Officer	318-540-9825	Sue.buchholtz@evergreenls.org	2101 Hwy 80, Haughton, LA 71037	Coordinating communications
Sharon Gomez	Chief Compliance and Privacy Officer	337-309-7064	sgomez@evergreenls.org	2101 Hwy 80, Haughton, LA 71037	Communication with regulatory agencies & media
Maxine Michael	Chief Operations Officer	727-748-6203	Maxine.Michael@evergreenls.org	2101 Hwy 80, Haughton, LA 71037	Coordinates transportation, shelter, food, medical supplies

Name	Position	Contact Phone	Contact Email	Address	Role
Kent Craft	Executive Vice President of Administration / CFO	318-458-2481; 318-949-5515	kcraft@evergreenls.org	2101 Hwy 80, Haughton, LA 71037	Streamlines funding sources
Doug Ryland	State Executive Director, Louisiana	318-880-7518	dryland@evergreenls.org	920 Main St., Pineville, LA 71360	Provides in-state, real time support for employees, individuals & families. Designated to communicate with families.
Jan Nichols	Program Coordinator	318-308-5110	jan.nichlols@evergreenls.org	920 Main St., Pineville, LA 71360	Internal Communication (Phone tree, email); designated to communicate with Staff & Individuals

Southeast Division (SELA)

Name	Position	Contact Phone	Contact Email	Address	Role
Charmaine Jones	Executive Director – SE Division	225-236-7266	Charmaine.jones@evergreenls.org	40052 N. Hoover Rd., Ponchatoula, LA 70545	Provides in-Division real time coordination of evacuation

Willie Baker	RN SELA	985-517-4778	Willie.baker@evergreenls.org	40052 N. Hoover Rd., Ponchatoula, LA 70545	Coordinates medical needs, including documentation
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Southwest Division (SWLA)

Name	Position	Contact Phone	Contact Email	Address	Role
Keith Stevenson	Executive Director – SW Division	337-348-1129	kstevenson@evergreenls.org	1146 Hodges St., Lake Charles, LA 70601	Provides in-Division real time coordination of evacuation
Karon Moore	LPN SWLA	337-570-9292	Karon.moore@evergreenls.org	1146 Hodges St., Lake Charles, LA 70601	Coordinates medical needs, including documentation

Northwest Division (NWLA)

Name	Position	Contact Phone	Contact Email	Address	Role
Keith Stevenson	Executive Director – SW Division	337-348-1129	kstevenson@evergreenls.org	1146 Hodges St., Lake Charles, LA 70601	Provides in-Division real time coordination of evacuation

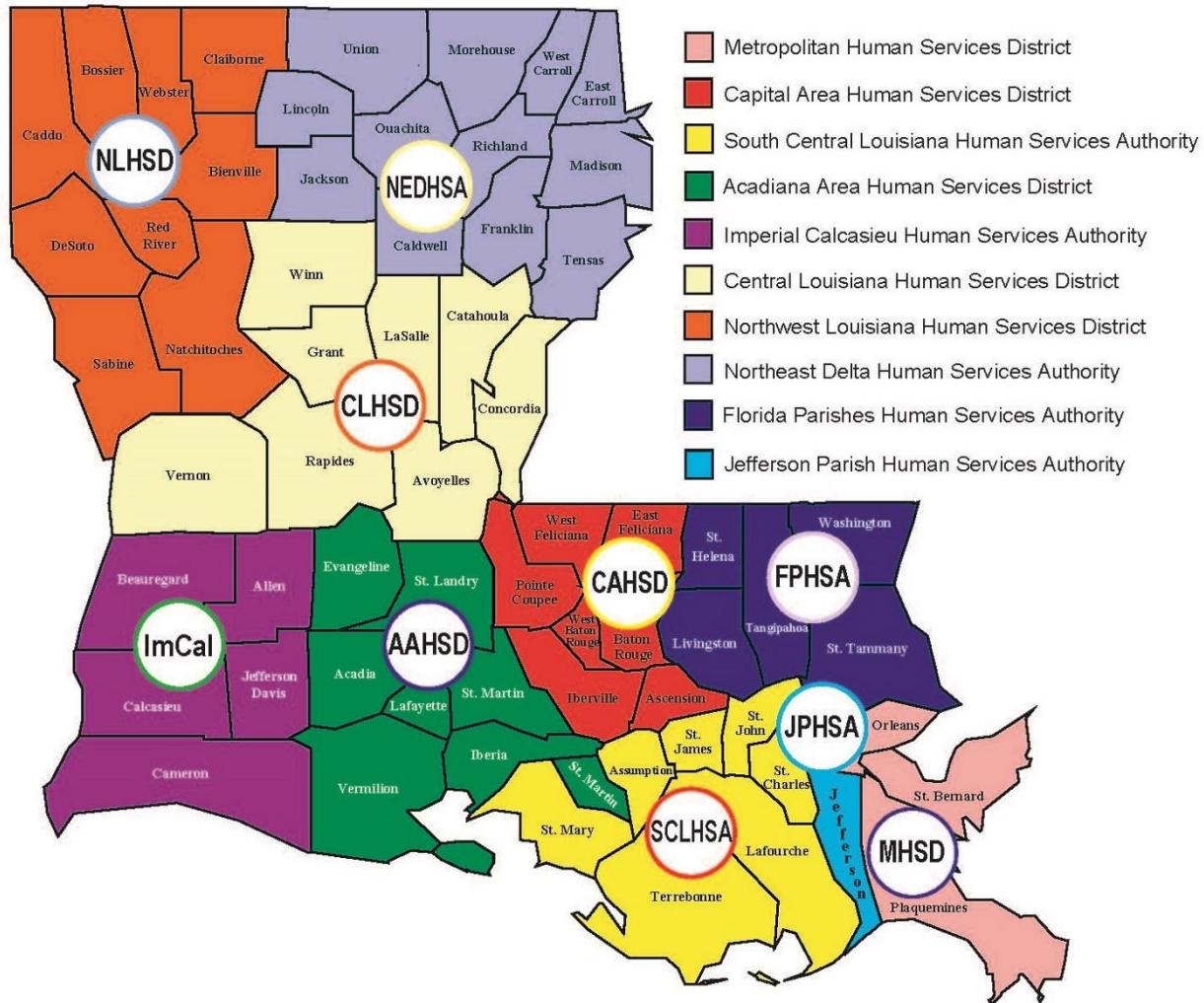
Employees	Names and contact information are Division dependent. Executive Directors are responsible for maintaining up-to-date enrollment and contact information.
Individuals served	
Families	

External

External stakeholders include all Regulatory agencies, who both off-and-on-site monitor evacuation methods and sites for compliance to published standards of care. External stakeholders also include the company's pharmacy supplier. Media outlets supply ELS with weather updates, road conditions, and other hazards, as well as report publicly on ELS evacuation status.

Governor's Office of Disability Affairs	LA Governor's Office	225-219-7550; 844-860-1413	disability.affairs@la.gov		Requires intermittent reports of evacuation status
Office for Citizens with Developmental Disabilities LA (OCDD LA)	Emergency Preparedness Hotline	225-342-0095; 866-783-5553	ocddinfo@la.gov https://ldh.la.gov/page/297		Provides guidance on emergent relocation; on-site regulation compliance
Ms. Debra J. Weinberg	Disability Rights/ LA Ombudsman	504-522-2337	dweinberg@disabilityrightsla.org	8325 Oak St. New Orleans, LA 70118	Imposes sanctions for regulation violations
FEMA: Region 6: Louisiana		1-800-621-3362			Federal resource for disaster information and funding recovery
LA Department of Health		225-242-6000	https://www.lava.dhh.louisiana.gov/		Pre-Disaster Volunteer registration

OCDD District Authority	Imperial Calcasieu Human Services District (IMCAL)	337-475-3100		One Lakeshore Dr., Ste. 2000, Lake Charles, LA 70607	SWLA Governing Authority
OCDD District Authority	Capital Area Human Services District (CAHSD)	225-925-1910; Toll Free: 1-866-628-2133		7389 Florida Blvd., Ste. 100C, Baton Rouge, LA 70806	SELA Governing Authority
OCDD District Authority	NWLA Human Services District (NLHSD)	318-741-7455		3018 Old Minden Rd., Ste. 1211, Bossier City, LA 71112	NWLA Governing Authority
Peggy Cartwright, Sterling Pharmacy LA Representative	Louisiana Long-Term Care Pharmacy	318-497-5050; 888-531-1688; 866-401-1190	PMJohnson@sterling.pro	Ruston, LA	Provides real time support for individuals pharmacy needs statewide
Herbert Bruce	KALB General Manager (local news)	(318) 445-2456	hbruce@kalb.com	P.O. Box 951 Alexandria, LA 71309	Provides local & state news of unfolding weather forecast & impacted resources
The public at large	Positive and negative contributors of a crisis narrative.				



Section 3: CRISIS [EXECUTIVE] TEAM

The following section of the Crisis Communication Plan will focus on the location, people, and resources needed to respond to a crisis. The information is used to identify and direct the Executive Team to logically direct a successful SWLA/ SELA Division evacuation response.

CRISIS TEAM Key People/ Spokesperson:

Spokespersons			
Name	Contact	Primary Communication Designation	Alternative
Sharon Gomez, Chief Compliance and Privacy Officer	337-309-7064; sgomez@evergreenls.org	Media & Regulatory Agencies	Maxine Michael, Chief Operations Officer (727-748-6203; Maxine.Michael@evergreenls.org)
Doug Ryland, State Executive Director, Louisiana	318-880-7518; dryland@evergreenls.org	Families & Individuals	Jan Nichols 318-308-5110; jan.nichlols@evergreenls.org
Jan Nichols, Program Coordinator	318-308-5110; jan.nichlols@evergreenls.org	Staff	Doug Ryland 318-880-7518; dryland@evergreenls.org

PROTOCOL FOR CRISIS TEAM ACTIVATION

Team is activated with Identified Storm System:

Quality of Storm	Division Response	Crisis Team Activation
Tropical Storm, Cat 1, Cat 2	Shelter-In-Place	Not activated; local response protocols [Shelter-In-Place]
≥ Cat 3	Evacuation	Activated

CHAIN OF COMMAND [CRISIS TEAM ACTIVATION]

Doug Ryland will activate team from within LA via phone call to Maxine Michael (Supervisor). Maxine continues phone-tree communication up the chain to Sue Buhholtz, President. Once Sue Buhholtz is informed, she will direct communications thenceforth. The Crisis Team responds according to preassigned roles.

ELS EVACUATION COMMAND CENTERS [SHREVEPORT/ BOSSIER CITY]

Where	Address	Phone	Accommodations
NWLA Division [Home] Office	4400 Viking Dr., Bossier City, LA 71111	Executive Director NWLA: Norman Moore 318-470-1711	Approx. 30 individuals; air mattresses, fully equipped kitchen, 5 separate rooms & a conference room
Camp Harris	2800 Harris Rd., Minden, LA 71055	Camp Director: Harry'o Brown 318-927-3706 318-445-5012	CONTRACTED 66 individuals+ in lodge and 4 dorms [some bunk beds]; open areas for hospital beds/cots
C-Suite Team joins via Zoom from Corporate Headquarters 2101 Starkey Road Unit Q South Largo, FL 33771; 727-240-5358			

Section 4: EVACUATION SHELTERS

EVACUATION SHELTERS [Primary]

Where	Address	Phone	Accommodations
Camp Harris	2800 Harris Rd., Minden, LA 71055	Camp Director: Harry'o Brown 318-927-3706 318-445-5012	CONTRACTED 66 individuals+ in lodge and 4 dorms [some bunk beds]; open areas for hospital beds/cots

EVACUATION SHELTERS [Secondary]

Elm Street Home	429 S. Elm Street Haughton, LA	Ex Director Norman Moore, 318- 470-1711 Home Manager Renita Logan 318-393-1884	NW ICF; Home setting 10 beds
North Central Day Program	401 Shaw, Minden, LA 71055	Lesa Hamilton 318-422-2700; Dana Dixon 318-243-2544; Bruce Abbott 318-265-4901	50-75 individuals; fully equipped kitchen, commercial ice machine, washer/dryer, 1 shower
Gibb Street Community Home	416 Gibb St., Mansfield, LA 71052	Brad Colwell 318-613-9578	NW ICF; Home setting 10 beds
Bethany Camp and Conference Cntr.	9766 US Hwy. 79, Bethany, LA 71007	Camp Director: Warren Jackson 318-938-1221 http://bethanyc3.com/ renita@bethanyc3.com	HISTORICAL USE
Holy Angels Residential Facility	10450 Ellerbe Rd., Shreveport, LA 71106	318-797-8500 Holyangelsresidentialfacility.org	HISTORICAL USE

Arc of Caddo	4001 Wayne Ave. Bossier City, LA 71112	Sandy Pippenger 318-773-0444 Kristen Powers 318-780-4779 Home #: 318-746-1664	HISTORICAL USE 10 Beds
Arc of Acadiana	5401 Shed Rd., Bossier City, LA 71111	April Lee 318-507-9718; 318-742-6220	HISTORICAL USE 35 total people; Solarium with Red Cross Cots; wide-open shower
Life Center	3012 Shed Rd., Bossier City, LA 71111	(318) 746-4750	POTENTIAL

EVACUATION SHELTERS [Tertiary]

NWLA Division [Home] Office	4400 Viking Dr., Bossier City, LA 71111	Executive Director NWLA: Norman Moore 318-470-1711	Approx. 30 individuals; air mattresses, fully equipped kitchen, 5 separate rooms & a conference room
ELS Evacuation Site (Formerly Woodland Presbyterian Church) (when approved) 2889 Military Hwy., Pineville, LA 71360 318-445-4470			
Oyo Hotel (Marriott)	4915 Monkhouse Dr., Shreveport, LA 71105	347-752-4259	HISTORICAL USE
Super 8 Motel	3101 Hilton Dr., 1-20 Exit 22-Airline Dr., Bossier City, LA 71111	318-747-7010	HISTORICAL USE
Southern Hotel	1318 Lee St., Minden, LA 71055-5141	318-371-2880	HISTORICAL USE
Linder Motor Lodge	24608 Hwy 2, Homer, LA 71040	318-927-5464	HISTORICAL USE

PRIMARY EVACUATION SITE
HARRIS BAPTIST ASSEMBLY
2800 HARRIS RD.
MINDEN, LA 71055
318-927-3706
CAMPHARRISDIRECTOR@GMAIL.COM

PRIMARY [INDIVIDUAL & STAFF] EVACUATION DESTINATION:
Individuals and Staff are directed to Camp Harris first.

ALTERNATIVE EMERGENCY OPERATIONS COMMAND CENTER:
Crisis Team is directed to The NWLA Division Home Office as an alternative to the primary location.

EXISTING CAMP HARRIS ACCOMMODATIONS:

- 36 motel rooms that each have two full-size beds.
- Sheets, towels and pillows are provided.
- The Conference Center seats 100 and has a comfortable lobby, two breakout rooms and comes with a multi-channel sound system including mics, cables, mic stands, etc.
- 4 modern dorms that have a combined capacity of 256. Two of our dorms, Pippin & Victory, have a 30'x20' meeting area/lobby.
- Dormitories - Bunk-style single beds (linens and towels not provided).
- Meeting space of the Auditorium/Gym area is included when choosing to sleep in the dorms.

HOT/COLD WATER
WC ACCESSIBLE SHOWERS/BATHROOMS
FULLY EQUIPPED COMMERCIAL KITCHEN
WASHERS/DRYERS



Harris Baptist Camp

Section 5: COMMUNITY HOME SUPPLY CHECKLIST

SHELTER-IN-PLACE

***STORE AND TRANSPORT MEDICATIONS IN WATERPROOF CONTAINER**

Designated area for storage of emergency equipment and supplies

COMMUNITY HOME NAME: _____

Item	YES	NO
First Aid Kit		
Minimum 1-week Medications per Individual per MAR; current [PAPER] MARs and Physician Orders		
Standing Order medications; verify expiration dates		
Phone/Lap Top/Electronic Devices [fully charged] plus working chargers		
Verify access to Therap EHR and program access (updates, USERID, passwords functional)		
Up-to-date staff phone list		
Phone list of emergency numbers posted (Medical Director, Nurses, medical providers, family/guardian, police, fire, dial 911 for emergency, doctor, nurse, poison control, etc.)		
Bottled drinking water supply for 3 days – 1 gallon water for each person per day (for drinking and cooking) (8 person community home plus two staff will need 30 gallons)		
Non-perishable food supply for three days – canned fruit, canned vegetables, canned meats and soups, boxed meals that need water/milk to prepare, cereal, dried milk, dried fruit, spices, etc.		
Ice packs in freezer and small cooler for refrigerated medications		
Manual (non-electric) can opener		
Disposable/flushable wipes and Hand Sanitizer/ Disposable Gloves		
Extra contractor strength trash bags – contractor strength (garbage transport)		
Soft roof carrier to carry extra items in vehicle, if needed		
Vehicle in working order, including full gas tank		
Portable camp stove with gas or propane and/or gas grill for cooking – only use outdoors		
Extra propane or charcoal for stove or grill		
Battery powered lamps/flashlights/radio for each area of home		
Spare batteries and bulbs for flashlights, lamps and radios		
Disposable utensils/paper plates in case water is not available to wash		
Household bleach and Lysol for sanitation purposes		
If hurricane, remove all loose items from outside (patio furniture, garbage cans, bird feeders, etc.) or tie down securely		
If flood, items of value are placed above ground level: only if time to do so safely		
If flood, and if directed, place sandbags around external doorways		

PERSONAL ITEMS

Each person in home has warm clothing: sweaters, sweatshirt, coats, hats, gloves, etc.		
8 disposable rain suits/ponchos available in home		
Extra blankets		
Extra Depends/Toiletry Items		

***Standby for Potential Evacuation**

TWO STAFF VERIFICATION: _____

Verified by: Name/Title Date _____

Verified by: Name/Title/Date _____

Section 6: COMMUNITY HOME SUPPLY CHECKLIST EVACUATION

****STORE AND TRANSPORT MEDICATIONS IN WATERPROOF CONTAINER***

Designated area for storage of emergency equipment and supplies

COMMUNITY HOME NAME: _____

Item	YES	NO
First Aid Kit		
Minimum 1-week Medications per Individual per MAR; current [PAPER] MARs and Physician Orders		
Standing Order medications; verify expiration dates		
Phone/Lap Top/Electronic Devices [fully charged] plus working chargers		
Verify access to EHR and program access (updates, USERID, passwords functional)		
Up-to-date staff phone list		
Up-to-Date Phone list of emergency numbers (Medical Director, Nurses, medical providers, family/guardian, police, fire, dial 911 for emergency, doctor, nurse, poison control, etc.)		
Bottled drinking water supply for 3 days – 1 gallon water for each person per day (for drinking and cooking) (8 person community home plus two staff will need 30 gallons)		
Non-perishable food supply for three days – canned fruit, canned vegetables, canned meats and soups, boxed meals that need water/milk to prepare, cereal, dried milk, dried fruit, spices, etc.		
Ice packs in freezer and small cooler for refrigerated medications		
Manual (non-electric) can opener		
Disposable/flushable wipes and Hand Sanitizer/ Disposable Gloves		
Extra contractor strength trash bags – contractor strength (garbage transport)		
Soft roof carrier to carry extra items in vehicle, if needed		
Vehicle in working order, including full gas tank		
Maps and driving directions to evacuation sites available		
Gas card available in vehicle (if applicable)		
Enough petty cash to fuel vehicle (signed out to lead staff person) in case Gas/credit cards can't be used		
Home is locked (windows and doors)		
If hurricane, remove all loose items from outside (patio furniture, garbage cans, bird feeders, etc.) or tie down securely		
If flood, items of value are placed above ground level: only if time to do so safely		
If flood, and if directed, place sandbags around external doorways		
COMPLETE ONE PERSONAL ITEMS EVACUATION CHECKLIST PER PERSON		

TWO STAFF VERIFICATION:

Verified by: Name/Title Date

Verified by: Name/Title/Date

Section 7: FAMILY NOTIFICATION PRIOR TO EVACUATION

Updated 2/2023

Family members must be notified as soon as evacuation is ordered. The remainder of this checklist must be completed for each person after the vehicle is packed and before departure to assure that all items are present.

Name of person evacuating:

Parent/Guardian/Family Member notified in advance of Evacuation:

Name of staff who notified family:

Name of family member notified:

Date Notified: _____

Time Notified: _____

How Notified: _____

By signing my name, I certify that I have personally inspected the evacuation vehicle to ensure that all PERSONAL items below have been packed prior to evacuation according to the EVACUATION CHECKLIST.

Signature of responsible staff: _____

Date: _____

Section 8: PERSONAL EVACUATION CHECKLIST

Evergreen Life Services

Personal items will be packed in one Duffel Bag or Backpack

- 3 shirt (minimum)
- 3 pants/skirts (minimum)
- 3 pairs underwear (minimum)
- 3 bras
- 3 pairs socks
- 1 jacket or coat (if needed)
- 1 gloves/mittens/hat (if needed)
- 1 pair shoes
- Soap
- Toothpaste
- Toothbrush
- Hair brush or comb
- Deodorant
- Shampoo
- Razors/shaving cream or electric razor
- Tampons or pads
- Depends (if needed)
- Eyeglasses (if applicable)
- hearing aids (if applicable)
- Blanket
- Disposable Rain suit/ Poncho
- DME
- 1 week supply all medications per individual MAR, including administration devices PRN
- [PAPER] Medication Administration Record (1 current set)*
- [PAPER] Physician's Order (1 current set)*
- Ensure (if applicable)
- [PAPER] [BINDER] Medical Book
- Identification Card*
- Medicaid, Medicare and Insurance Cards*

- Blanket(s)
- Pillow
- Other assistive devices (if applicable)
- Oxygen (if applicable)
- Suction machine (if applicable)
- Positioning equipment (if applicable)
- Other needed medical equipment or supplies as needed
- Feeding tube equipment (if applicable)
- Syringes (if applicable)

**All Identification and Insurance information [additionally] uploaded to Therap (EHR)

TWO STAFF VERIFICATION:

Verified by: Name/Title/Date

Verified by: Name/Title/Date

Section 9: EVACUATING DIVISION NURSE CHECKLIST SELA/ SWLA

Evacuating Division Nurse assures these items are complete and packed in the event of Severe Weather (both Shelter-In-Place and Evacuation).

	First Aid Kit			
	Minimum 1-week Medications per Individual per MAR; current [PAPER] MARs and Physician Orders			
	Up-to-Date Standing Order Medications and Current Order Set			
	Current [PAPER] MARs per Individual			
	Current [PAPER] Physician Orders per Individual			
	Phone/Lap Top/Electronic Devices [fully charged] plus working chargers			
	Verify access to EHR and program access (updates, USERID, passwords functional)			
	All Individual Identification Cards uploaded to EHR			
	All Insurance Cards uploaded to HER			
	Up-to-Date phone list of emergency numbers per Home (Medical Director, Nurses, medical providers, family/guardian, police, fire, dial 911 for emergency, doctor, nurse, poison control, etc.)			
	Medical Director notified			
	3-Day Supply Food & Water available/ packed			
	DME in working order; packed			
	Positioning Devices available/packed			
	Specialized equipment per Individual identified; packed (PEG, Colostomy, etc.)			
	3-Day supply Depends available/packed			
	Disposable/flushable wipes and Hand Sanitizer/ Disposable Gloves			

Section 10: RECEIVING DIVISION EXECUTIVE DIRECTOR CHECKLIST

**These tasks may be delegated

 CHECK WHEN COMPLETED	
	Primary Evacuation Site: Confirm alerted for Receipt of Evacuating Parties
	Primary Evacuation Site: Bathrooms/Showers/ Plumbing : Clean, stocked, working order <ul style="list-style-type: none"> <input type="checkbox"/> Electricity/ Lighting/ Heat/ Air Conditioning <input type="checkbox"/> Toilet Paper <input type="checkbox"/> Garbage Bags <input type="checkbox"/> Cleaning Supplies <input type="checkbox"/> Cleaning staff notified <input type="checkbox"/> Mop/Broom
	Primary Evacuation Site: Kitchen : Clean, stocked, working order <ul style="list-style-type: none"> <input type="checkbox"/> Electricity/ Lighting/ Heat/ Air Conditioning <input type="checkbox"/> Perishable and Non-Perishable Food Stock <input type="checkbox"/> Water <input type="checkbox"/> Paper plates/cups/utensils <input type="checkbox"/> Paper towels <input type="checkbox"/> Garbage Bags <input type="checkbox"/> Cooking staff notified <input type="checkbox"/> Cleaning supplies <input type="checkbox"/> Mop/Broom
	Primary Evacuation Site: Living Areas : available and set up <ul style="list-style-type: none"> <input type="checkbox"/> Electricity/ Lighting/ Heat/ Air Conditioning <input type="checkbox"/> Hospital Beds <input type="checkbox"/> Cots <input type="checkbox"/> Bedding <input type="checkbox"/> Pillows <input type="checkbox"/> Mattress Protectors <input type="checkbox"/> Blue/ Pink Pads <input type="checkbox"/> Positioning Devices
	Primary Evacuation Site: Fire Safety : Maps/Exits marked, Extinguishers current
	Division Nurses notified
	Division QIDPs Notified
	Division vehicles current/working order/ gas tanks full

Receiving Division Nurse Checklist

**These tasks may NOT be delegated

CHECK WHEN COMPLETED	
	Primary Evacuation Site: Confirm alerted for Receipt of Evacuating Parties
	Primary Evacuation Site: Fully stocked First Aid station (include blood pressure cuffs, thermometers, pulse oximeters, glucometers)
	Primary Evacuation Site: Current Standing Order Medications available
	Primary Evacuation Site: Assures connectivity of laptop for EHR access (internet access, plug ins, outlet strips)
	Blank [PAPER] MARs available (minimum 50)
	Receiving Division Medical Director notified
	Disposable/flushable wipes and Hand Sanitizer/ Disposable Gloves
	Current Hospital and Urgent Care directory (minimum 25 copies)
	Current DME vendor directory (minimum 25 copies)
	Current local pharmacy directory (minimum 25 copies)
	Assures Long Term Care Pharmacy (Sterling) notified
	Contact Evacuating Division Nurse for status and needs; assure contact numbers are exchanged

Nurse calls each NWLA Division Community Home Manager:

	Community Homes alerted to Receipt of outside Division due to Evacuation
	Assure all Homes medications current and fully stocked

Section: 11 TRAINING AND TESTING

Each division will register with their Parish OEP office so they may participate in community wide full-scale community-based exercises.

Evacuation Drills

Each division will hold evacuation drills at least quarterly for each shift of personnel under varying conditions. All people will totally evacuate the building at least once per year per shift. Drills will include fire and various potential disasters such as tornado, hurricane, chemical spill, and other potential emergencies identified in the annual risk assessment.

Documentation of drills must include timeline of the evacuation, any difficulties observed during the drill, investigation of the cause of the difficulties and a plan to ensure the difficulties will not reoccur.

Full Scale Community Based Exercises

Each division will participate in at least one full scale community based emergency exercises, and a second full scale exercise, or if a second exercise isn't available, the division will conduct a table top emergency exercise, using narrated and relevant emergency scenarios.

Each exercise will be documented with the date, names of all agencies involved, who in the division participated, the exercise scenario, and any problems that occurred.

Evergreen Life Services

Section 12: FULL SCALE COMMUNITY BASED EMERGENCY EXERCISE

Date: _____ Start Time: _____ End Time: _____

Full Scale Exercise *(circle one)* **Table Top Exercise**

Scenario:
Participating Agencies:
Participating Staff:
Describe any problems that occurred during the drill, or potential problems that were identified:
Describe how these problems were corrected (update plan, staff training, etc.):

Reviewed by:

Name _____ Position _____ Date _____

Section 13: GENERAL EVACUATION FLOW

A program will evacuate if local authorities order either a voluntary or mandatory evacuation for floods or hurricanes.

In all other cases, such as equipment and utility failures, ice storms, severe storms, or infestations, the Division Director [in conjunction with the Crisis Communication Team] will make the final decision about evacuating a home and the location of the evacuation.

If communication with the Division Director is not possible, the decision will be made by people in the following order: Program Supervisor, Home Manager, DSS, Staff on Duty.

As soon as evacuation is decided, families and/or contact people will be informed of the pending evacuation and location.

The Division Director will keep a daily log of the location of each person served and all on duty staff. The log will be kept in electronic format, or paper if electricity is not available.

Each home's vehicle will be used as the transporting vehicle. All people in each home will be evacuated according to the following order: 1) People with complex medical needs, 2) People who use wheelchairs and, 3) People who are capable of independent ambulation.

Each Division will designate a Primary Evacuation Leader (Usually the Division Director) and a Secondary Evacuation Leader (A person of the Division Director's Choosing).

The Secondary Evacuation Leader will act in the absence of the Primary Evacuation Leader.

During an evacuation, all evacuating staff will report directly to the Primary Evacuation Leader, or in his or her absence, the Secondary Evacuation Leader.

Section 14: HOSPITALS: NWLA DIVISION

HOSPITALS: MINDEN

WK Bossier Medical Center:

2400 Hospital Drive

Bossier City, LA 71111

(318) 212-7000

Located north of Interstate 220 in Bossier City, between Airline Drive and Benton Road. It is accessible from either of those exits.

HOSPITALS: BOSSIER CITY

CHRISTUS Bossier Emergency Hospital

2531 Viking Dr, Bossier City, LA 71111

Phone: (318) 681-7000

HOSPITALS: SHREVEPORT

CHRISTUS Shreveport-Bossier Health System

1453 E Bert Kouns Industrial Loop, Shreveport, LA 71105

(318) 681-4500

Willis-Knighton Medical Center:

2600 Greenwood Road (Highway 80)

Shreveport, LA 71103

(318) 212-4000

Located at 2600 Greenwood Road (Highway 80). The hospital is easily accessed off Interstate 20 by taking either the Greenwood Road or Hearne Avenue exit.

WK Pierremont Health Center:

8001 Youree Drive

Shreveport, LA 71115

(318) 212-3000

Located at 8001 Youree Drive (Highway 1) at its intersection with Bert Kouns Industrial Loop (Highway 526).

CHRISTUS Highland Medical Center

1453 E Bert Kouns Industrial Loop, Shreveport, LA 71105

(318) 681-5000

Section 15: URGENT CARE: NWLA DIVISION

URGENT CARE: MINDEN

SouthStar Urgent Care

1034 Homer Rd, Minden, LA 71055
(318) 639-4994
8A- 8P

Emurgent Care Minden

1117 Homer Rd, Minden, LA 71055
(318) 371-2273
7A-5P Weekdays
9A-5P Sat. & Sunday

URGENT CARE: BOSSIER CITY

Ochsner LSU Health - Urgent Care, Bossier

2113 Airline Dr Suite 100, Bossier City, LA 71111
(318) 626-0038
7A-6P Weekdays
9A-4:30P Sat. & Sunday

First Care Bossier

5390 Barksdale Blvd #100, Bossier City, LA 71112
(318) 747-8105
8A-7P Weekdays
8A-4P Sat.
8A-2P Sunday

Quick Care Bossier City

2300 Hospital Drive
Bossier City, LA 71111
(318) 212-7520
7A- 7P

URGENT CARE: SHREVEPORT

Quick Care Pierremont

Closed Thanksgiving Day & Christmas Day
1666 E. Bert Kouns Industrial Loop
Shreveport, LA 71105
(318) 212-3520
7A- 7P

URGENT CARE: NWLA DIVISION

Quick Care South

2520 Bert Kouns Industrial Loop
Shreveport, LA 71118
(318) 212-5520
7A- 7P

Quick Care Forbing

9460 Ellerbe Road, Suite 140
Shreveport, LA 71106
(318) 213-7070
7A- 7P

Quick Care Northwood

5621 North Market, Suite 100
Shreveport, LA 71107
(318) 935-1700
7A- 7P

Quick Care Stockwell

5751 Shed Road, Suite 100
Bossier City, LA 71111
(318) 935-1900
7A- 7P

Section 16: PHARMACY: NWLA DIVISION

PHARMACY: MINDEN

CVS Pharmacy

606 Homer Rd, Minden, LA 71055
(318) 377-0131
8A-9P Weekdays
9A-6P Saturday
10A-6P Sunday

Walgreen's

625 Homer Rd, Minden, LA 71055
(318) 371-5149
8A-10P Weekdays
9A-6P Saturday
10A-6P Sunday

Minden Family Pharmacy

120 Homer Rd, Minden, LA 71055
(318) 639-5133
9A-6P Weekdays
9A-1P Saturdays
Closed Sundays

PHARMACY: BOSSIER CITY

Walgreen's

2107 Airline Dr, Bossier City, LA 71111
(318) 742-5590
6A – 12A

Section 17: DME: NWLA DIVISION

DME Express

3831 Shed Rd, Bossier City, LA 71111
(318) 254-5649

Regional Medical Rental-Sales (Oxygen)

9422 Kingston Rd, Shreveport, LA 71118
(318) 392-3000

Total Medical Supply-Louisiana

333 Texas St Ste. 1111, Shreveport, LA 71101
(318) 656-4646

Accucare Medical Supply

9011 Linwood Ave, Shreveport, LA 71106
(318) 687-1444

Lincare (Oxygen)

4907 Monkhouse Dr, Shreveport, LA 71109
(318) 636-9991

Section 18: WALMART: NWLA DIVISION

Walmart Supercenter

1379 Homer Rd, Minden, LA 71055
(318) 371-9290
8A-8P Weekdays
9A-7P Saturdays
10A-6P Sundays

Walmart Supercenter

2536 Airline Dr, Bossier City, LA 71111
(318) 747-0173
Closes 11P

Walmart Supercenter

1125 Shreveport Barksdale Hwy, Shreveport, LA 71105
(318) 861-9202
Closes 11P

Section 19: MESSAGING PROTOCOLS & MEDIA RELATIONS

A key tool in maximizing the potential benefit, controlling the narrative, and minimizing the potential for adversity, is to establish a solid media messaging protocol prior to a crisis.

It is important for us to establish a relationship with our local media because often our program and mission are largely vaguely understood. Establishing a contact and educating that contact about our individuals and company can help them better understand our particular challenges during a crisis. The media could potentially not only report an accurate representation of our situation to the public, but also put forward a message of advocacy. The media has the potential to galvanize that public to our benefit.

STAKEHOLDERS: TYPE OF MESSAGING

Stakeholders	Intranet (E-Self Serve & Therap)	In Person	Phone	Letter	Email	Social Media
Employees	X	X	X	X	X	PRN
Families		X	X	X	X	
Individuals Served		X				
Regulatory Agencies		X	X		X	
Media outlets		X				PRN
Pharmacy		X	X			

STAKEHOLDERS: TIMELINE and FREQUENCY OF MESSAGING

Stakeholders	PRE-CRISIS	DURING CRISIS			POST CRISIS	
		ONCE (Immediately)	HOURLY/ DAILY *as determined by Crisis Team	WEEKLY	Post-Crisis Resolution	Regular company publications
Employees	X	X	X	X	X	X
Families	X	X	X	X	X	X
Individuals Served	X	X		X		X
Pharmacy		X	X		X	
Media outlets	X	PRN			X	
Regulatory Agencies	PRN					

ELS does not have the resources to dedicate individuals exclusive to the task of reaching out to media sources in the event of a crisis. Therefore, it is ELS's policy to not initiate contact with external media sources. Responses to media inquiries are directed to the Crisis Response Team.

CHECKLIST FOR RESPONDING TO MEDIA

3 key messages to repeat over and over:

1. Express concern for individuals and families.
2. Focus on safety. Assure the public that we are doing everything possible to stay safe.
3. We are prepared and responding as planned.

DO:

- ✓ Speak simply and clearly.
- ✓ Talk about what you know.
- ✓ Use the key messages.
- ✓ Tell the truth and stick to the facts.
- ✓ Correct mistakes.
- ✓ Focus on the positive.

DON'T:

- ✓ Go off the record.
- ✓ Say 'no comment.'
- ✓ Be defensive.
- ✓ Over explain with complicated details.
- ✓ Speculate: Answer "what if's" with "what is."
- ✓ Share your personal opinion.
- ✓ Let them get to you or be emotional.

SOCIAL MEDIA PRESENCE

ELS currently has a weak presence on social media. A consideration should be made in budgeting resources for the purpose of maintaining current, up-to-date presence on Facebook and Instagram. The benefits of showcasing ELS programming on these sites includes establishing a foundation for the public to understand ELS programming, which contributes to a successful crisis resolution.

LinkedIn:

<https://www.linkedin.com/company/evergreen-life-services/mycompany/>

Facebook:

<https://www.facebook.com/evergreenls>

Instagram:

@evergreenlifeservices

EXTERNAL MEDIA

DESIGNATED EXTERNAL MEDIA SPOKESPERSONS:

Sharon Gomez	Chief Compliance and Privacy Officer	337-309-7064	sgomez@evergreenls.org	PRIMARY: Communication with regulatory agencies & media	SECONDARY: Coordinates transportation, shelter, food, medical supplies
Maxine Michael	Chief Operations Officer	727-748-6203	Maxine.Michael@evergreenls.org	PRIMARY: Coordinates transportation, shelter, food, medical supplies	SECONDARY: Communication with regulatory agencies & media

Mock Press Release Script

Dear Friends, Family, and Fellow Louisianans,

Hurricane _____ (name) _____ (Category/Strength) is scheduled for landfall _____ (date/time).

Well ahead of this storm system, evacuation of Evergreen Life Service's _____ Division is underway. Our destination is to our NWLA Division in the Bossier City area. Staff there are experienced at meeting the unique needs of our individuals and have assisted with evacuations in the past.

As part of our evacuation preparedness, safe shelter has already been arranged at Camp Harris in Minden, LA. This site is well-equipped to accommodate the needs of our individuals and staff. We plan to stay at this site until we can safely return home.

[SEL 2023: 136 Residents]

[SWLA 2023: 60 Residents]

Like you, we are watching for impending information on the storm's impact. If any alterations to our primary plan are needed, rest assured that we are well prepared to adjust. Nothing is more important to Evergreen Life Services than the safety and well-being of our residents.

We join you in praying for the storm's end and for the safety of all of Louisiana.###

INTERNAL MEDIA

DESIGNATED INTERNAL MEDIA SPOKESPERSONS:

Jan Nichols	Program Coordinator	318-308-5110	jan.nichlols@evergreenls.org	PRIMARY: Internal Communication (Phone tree, email); designated to communicate with Staff & Individuals	SECONDARY: Provides in-state, real time support for employees, individuals & families. Designated to communicate with families.
Doug Ryland	State Executive Director, Louisiana	318-880-7518	dryland@evergreenls.org	PRIMARY: Provides in-state, real time support for employees, individuals & families. Designated to communicate with families.	SECONDARY: Internal Communication (Phone tree, email); designated to communicate with Staff & Individuals



Section 20: Template: EMAIL TO STAFF

Date

Dear Evergreen Life Service Employees,

Hurricane _____ (name) is expected landfall on _____ (date/time) and is predicted to be a _____ (storm intensity/Category).

Because this storm is predicted to significantly impact [the] _____ location, evacuation of the _____ Division is currently underway. Our planned destination is Camp Harris in Minden, LA. Camp Harris has been utilized by Evergreen Life Services in the past and can safely accommodate our individuals and staff until it is safe to return home.

Our NWLA Division and Sterling Pharmacy are locally on-hand to assist in meeting the unique needs of our evacuated individuals. We are grateful for their expertise and support now, as they have been for evacuating Divisions in the past.

Our priority is safety. All Divisions not already evacuating are currently under a Shelter-In-Place status. Please refer to your Emergency Preparedness Manual to ensure the home has everything it needs to keep individuals safe.

Evergreen Life Services is seeking staff willing to assist on-going support in the success of the _____ Division evacuation. Please contact Jan "Cookie" Nichols to be added to the Emergency Staff Roster, if possible. Cookie will provide you with information on the specific evacuation-site needs.

Thank you for continuing to provide the highest standard of care to our residents,


Sue Buchholtz, DBA, MBA
President/CEO

everyone matters.



Section 21: Template: Email to Families

Date

Dear Evergreen Life Service Families, Guardians, and Caregivers,

Like you, Evergreen Life Services waits Hurricane ____ 's (name) expected landfall on _____ (date/time) and is predicted to be a _____ (storm intensity/Category).

Because this storm is predicted to significantly impact _____ location, evacuation of the _____ Division is currently underway. Their planned destination is Camp Harris in Minden, LA. We are familiar with this location as Camp Harris has hosted our individuals in the past. We can stay there until it is safe to return home.

Our NWLA Division people and Sterling Pharmacy are locally on-hand to assist in meeting the unique needs of evacuated individuals. We are grateful for their expertise and support.

All other Divisions are currently under a Shelter-In-Place status.

The safety of the individuals in our care is paramount. Thank you for trusting Evergreen Life Services. We appreciate your on-going support and will update you as we are able.


Sue Buchholtz, DBA, MBA
President/CEO

everyone matters.

Section 22: EXTERNAL [SOCIAL] MEDIA CRISIS POLICY

Evergreen Life Services takes communication during a crisis very seriously. Normal channels of communication can be limited, or disrupted, completely.

EMPLOYEES:

It is normal, especially during a crisis, for employees to want to express their fears and concern with people outside the company. They may do this online, through email, or text. Some employees want to help and feel that using their private accounts to post responses/replies to other commenters will mean that the company won't have to worry about it.

Unfortunately, for both the employee and the company, there may be significant adverse consequences. During a crisis, time and resources are limited, and the priority is in keeping the individuals we care for safe from harm.

An employee who shares confidential information may put their job at risk or make a matter worse. Rumors, misinformation, and public disagreements as to how the company handles any given situation can disrupt the Evergreen Life Services crisis response system and cause loss of life and limb.

Employees must know their job responsibilities prior to a crisis event. They must know how to communicate during a crisis event.

6 C's

We show we **CARE**. Employees can identify themselves as an Evergreen Life Services employee and state their role. Our priority is caring for the individuals we serve. Refer questions to:

COMMITMENT: In times of crises, we view communications as an absolute necessity. Our Crisis Communication team remains a primary and consistent source of relevant, factual, updated information for all our stakeholders. All questions are referred to:

COMPENTENCY: Our individuals, families, loved ones, and community demand value and expertise in the services we provide.

COMMUNITY: Especially during a crisis, we depend on our community to come together. We are always conscious of the fact we are building allies and relationships in everything we say and do.

CONTINUNITY: We respect our community's need for regular status updates. Our Crisis Communication team will continuously update stakeholders as challenges present.

CHAIN OF COMMAND: We expect every employee at Evergreen Life Services to bring their best. When in doubt, an employee should refer questions to their Supervisor. This includes

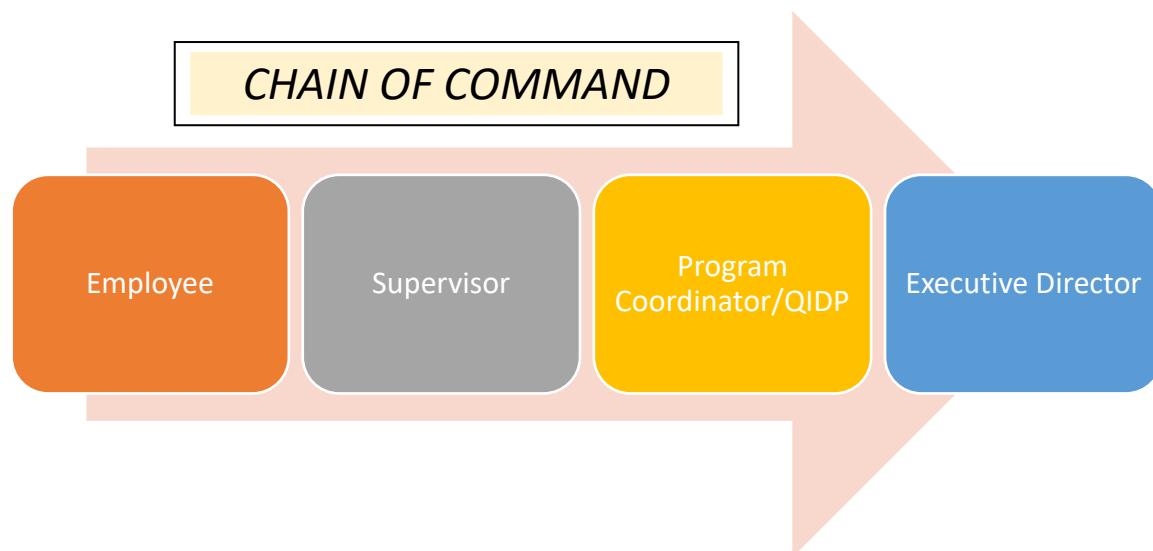
prior to posting on social media or communicating with anyone outside of the company. All media inquiries are referred directly to the Crisis Communication Team.

DESIGNATED EXTERNAL MEDIA RESPONDERS:

Sharon Gomez	Chief Compliance and Privacy Officer	337-309-7064	sgomez@evergreenls.org	PRIMARY: Communication with regulatory agencies & media	SECONDARY: Coordinates transportation, shelter, food, medical supplies
Maxine Michael	Chief Operations Officer	727-748-6203	Maxine.Michael@evergreenls.org	PRIMARY: Coordinates transportation, shelter, food, medical supplies	SECONDARY: Communication with regulatory agencies & media

Only the company designated Crisis Communication team members, including the CEO, are the authorized to speak on behalf of Evergreen Life Services. Refer all media and legal inquiries directly to this team.

Violations of the ELS External-Social Media Policy can result in progressive discipline, immediate termination and/or financial and criminal legal consequences.



Section 23: REFERENCES

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