

Central Regional Hospital

<u>ADMINISTRATIVE POLICY</u> <u>MANUAL</u> Subject: ADVERSE WEATHER AND STAFFING PLAN	Policy Number: APM.A-0008 Effective Date: April 27, 2015 Supersedes: March 3, 2015 March 2, 2015 September 30, 2014 July 1, 2008 April 26, 2011
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Purpose:

To establish a plan for adequate staffing during adverse weather events.

Policy:

Adverse weather may necessitate the implementation of emergency measures to ensure sufficient staffing resources to provide continuity of care for services to our patients. Central Regional Hospital (CRH) is a 24-hour operation and must remain open regardless of adverse weather conditions. Please see the Office of State Human Resources Adverse Weather policy for additional information:

http://www.oshr.nc.gov/Guide/Policies/5_Leave/Adverse%20Weather%20Policy%20January%201%202015.pdf

Definitions:

- **Adverse Weather Conditions:** Adverse weather can be the result of different weather situations: snow/ice, floods, hurricanes, severe thunderstorms and tornadoes.
- **Adverse Weather Event:** a situation in which CRH management declares either a "Stage I" or "Stage II" pursuant to section II of this policy below.
- **Mandatory Employees:** Employees who are required to work during an Adverse Weather Event because every scheduled employee in this category is needed to provide essential services and to ensure patient safety (see Appendix to this policy for a listing of Mandatory Employees). Employees in this category are expected to maintain readiness to report to work in adverse weather conditions. Maintaining readiness includes having alternative plans for transportation and childcare. Employees should not plan on CRH providing transportation to the hospital during adverse weather but the decision to transport staff will be made by the Chief Executive Officer.
- **Mandatory Operations:** Operations or departments that must be covered by the hospital during Adverse Weather Events (see Appendix to this policy for a listing of Mandatory Operations). The Department Head is responsible for developing and implementing plans to ensure the Mandatory Operations of the department are covered during Adverse Weather Events. To accomplish this, a certain number of staff in these departments may be designated to be on site to cover specific duties and tasks. Other staff not

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designated to be on site during Adverse Weather Events are expected to report to work as weather conditions permit and perform their regular tasks.

- **Non-Mandatory Operations:** Operations that are not generally required during Adverse Weather Events to ensure the safe and efficient operations of the hospital (see Appendix to this policy for a listing of Non-Mandatory Operations). Under certain circumstances, a Non-Mandatory Operations department may have to make provisions to cover time-sensitive operations. Employees of Non-Mandatory Operations are to report to work as weather conditions permit and are expected to perform their regular tasks. They may, however, be asked to also assist in areas of the hospital where needs arise (i.e., assist in meal preparation, delivery of meals to Patient Care Units, etc.). Assignment to work outside of the regular job may be required.
- **Accounting for Time:** CRH adheres to the provisions as outlined in the State Human Resources Manual Leave Section, Adverse Weather Policy and Emergency Closing Policy.
- **Incident Commander:** Senior Administrator on Site (the highest listed staff member in the Chain of Command identified in section II.B of this policy) who is on site during the Adverse Weather Event.

Procedures:

I. Employee Reporting Requirements/Accounting for Time:

A. Failure of Mandatory Employees to Report:

1. A Mandatory Employee who fails to report to work or to remain at work during an Adverse Weather Event shall be required to take leave for all the time they are absent. If it is determined by their supervisor that their absence is unexcused it may be considered unacceptable personal conduct and may result in disciplinary action, up to and including dismissal as described in this policy.
2. Any hours missed due to adverse weather (excused or unexcused) shall be charged to accrued compensatory time unless Adverse Weather Leave has been granted by DHHS and hospital management. Mandatory Employees will not be eligible to make up the time lost during the Adverse Weather Event if the absence is unexcused. If the employee does not have accrued compensatory time, vacation/bonus leave may be used or the employee may request leave without pay. Employees are not eligible to use sick leave during an Adverse Weather Event unless the employee is actually sick.
3. The option of granting adverse weather make-up time will be determined by hospital leadership with Department Heads depending on the operational needs of the hospital following each individual Adverse Weather Event. If management approves adverse weather make-up time, the supervisor shall be responsible for scheduling make-up time within the same pay period as the Adverse Weather Event if possible. Employees with sufficient accrued compensatory time to cover the adverse weather absence shall not be eligible to make up the adverse weather time.

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4. The minimum disciplinary action for an unexcused absence by a Mandatory Employee during an Adverse Weather Event will be disciplinary suspension without pay for each full shift of unexcused absence. Disciplinary suspension without pay must be for at least one full work day for each full day of an unexcused absence not to exceed two workweeks. The actual dates the employee will serve on suspension from work shall be determined by management, with consideration to hospital needs and staffing concerns. Disciplinary suspension without pay must be in compliance with the Office of State Human Resources Disciplinary Actions, Suspensions and Dismissals Policy.

B. Failure of Employees in Mandatory Operations to Report:

Department Heads of Mandatory Operations are responsible for developing and implementing operational plans for each of their areas to ensure essential activities are covered. This may involve designating certain numbers of staff to be present during an Adverse Weather Event to cover essential operations of the department.

1. Designated Employees:

- a. Failure of an employee who has been designated by his or her Department Head to cover the Mandatory Operations of the department during the Adverse Weather Event may be subject to disciplinary action as determined by their Supervisor and in accordance with the State Human Resources Policy if the absence is identified as unexcused.
- b. Any hours missed due to adverse weather (excused or unexcused) shall be charged to accrued compensatory time unless Adverse Weather Leave has been granted by DHHS and hospital management. If the employee does not have accrued compensatory time, vacation/bonus leave may be used or the employee may request leave without pay. Employees are not eligible to use sick leave during an Adverse Weather Event unless the employee is actually sick.
- c. Designated Employees will not be eligible to make up the time lost during the Adverse Weather Event if the absence is unexcused.

2. Non-designated Employees:

- a. Employees who have not been designated by their Department Head to cover Mandatory Operations during the Adverse Weather Event are expected to report to work as weather conditions permit and are expected to perform their regular tasks.
- b. Any hours missed due to adverse weather shall be charged to accrued compensatory time unless Adverse Weather Leave has been granted by DHHS and hospital management. If the employee does not have accrued compensatory time, vacation/bonus leave may be used or the employee may request leave without pay. Employees are not eligible to use sick leave during these Adverse Weather Events unless the employee is actually sick.
- c. The option of granting adverse weather make-up time will be determined by hospital leadership with Department Heads depending on the operational needs of the hospital following each individual Adverse

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Weather Event. If management approves adverse weather make-up time, the supervisor shall be responsible for scheduling make-up time within the same pay period as the Adverse Weather Event if possible. Employees with sufficient accrued compensatory time to cover the adverse weather absence shall not be eligible to make up the adverse weather time.

C. Failure of Employees in Non-Mandatory Operations to Report:

1. Employees in Non-Mandatory Operations are expected to report to work as weather conditions permit and are expected to perform their regular tasks.
2. Any hours missed due to adverse weather shall be charged to accrued compensatory time unless Adverse Weather Leave has been granted by DHHS and hospital management. If the employee does not have accrued compensatory time, vacation/bonus leave may be used or the employee may request leave without pay. Employees are not eligible to use sick leave during these Adverse Weather Events unless the employee is actually sick.
3. The option of granting adverse weather make-up time will be determined by hospital leadership with department heads depending on the operational needs of the hospital following each individual adverse event. If management approves adverse weather make-up time, the supervisor shall be responsible for scheduling make-up time within the same pay period as the Adverse Weather Event if possible. Employees with sufficient accrued compensatory time to cover the adverse weather absence shall not be eligible to make up the adverse weather time.

II. Management of the Adverse Weather Event:

A. Declaration

The declaration of a Adverse Weather Event is made by the Chief Executive Officer,, his or her designee. The Senior Administrator on Site serves as Incident Commander for the Adverse Weather Event until relieved by one of higher authority on the list in Section II.B below. Adverse Weather Events may warrant the implementation of the CRH Emergency Management Plan.

Central Regional Hospital is always open and operational. All staff designated as Mandatory Employees and Designated Mandatory Operation employees are expected to report to work during an Adverse Weather Event. Lodging is provided for staff that may be required to stay at the hospital. Meals will be provided to staff during Stage II, but employees are encouraged to bring extra food from home.

B. Chain Of Command

1. Chief Executive Officer
2. Assistant Hospital Director
3. Chief Medical Officer
4. Chief Operating Officer

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(Note: after hours, on weekends and on holidays the Senior Administrator on Site is determined in the following order: 1) Nurse Coordinator, 2) back-up coordinator or 3) most senior nurse on duty)

C. Media Announcements

The Chief Executive Officer or Senior Administrator on Site designates a staff member to contact local television and radio stations to make media announcements regarding the implementation of the Adverse Weather Plan at CRH. All staff are encouraged to tune to the designated local television for adverse weather announcements.

Local Media Contacts: WRAL-TV, Channel 5

D. Adverse Weather Numbers

CRH established an Adverse Weather Information Number for staff and other callers to verify the hospital's status during adverse weather conditions. During adverse weather, these numbers may be dialed and the caller hears a recording that gives the current stage of CRH's adverse weather plan. The recording is changed to reflect updated stages as quickly as possible following the announcement of the change. Staff are encouraged to use the Adverse Weather Information Number and should not call the hospital operator for Adverse Weather Information or ask to be transferred to the Adverse Weather Information number.

1. Within the hospital: Dial 5-2600
2. Within the (919) calling area: Dial 919-575-2600
3. Out of State/Outside the (919) calling area: Dial 1-888-575-2699 (Toll Free)

E. Planning For Adverse Weather

1. Some situations may allow for pre-planning to avoid a disastrous situation or threat to the patients, staff, visitors and structures of CRH and its campus. Adverse weather conditions have the potential to impact upon CRH's ability to maintain normal operating conditions at any time during the year. These weather events include but are not limited to tornadoes, thunderstorms, hurricanes, floods, and snow/ice.
2. CRH has two stages of planning and response for weather-related conditions: Stage I Planning and Stage II Emergency Implementation. All Departments/Units that are required to be operational during Adverse Weather Events must have an operational plan.

F. Stage I. Planning

1. Planning may consist of information dissemination and specific pre-planning when there is a fairly reliable prediction of adverse weather affecting CRH's normal operations. Stage I should be considered when weather predictions indicate conditions are highly likely for adverse weather conditions in the area surrounding CRH. This stage should be considered as a notification to hospital staff and key personnel that some type of adverse weather is expected. ***Stage I should alert supervisory personnel to implement their operational plans***

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associated with expected adverse weather. A copy of these plans is on file in the office of the Chief Executive Officer. During normal business hours, a meeting to prepare for possible weather emergencies will be called by the senior administrator on site consisting of the Hospital Executive Team. After normal business hours, the Chief Executive Officer or senior administrator-on-call calls a meeting of the Hospital Executive Team in person or by phone.

2. **Stage I. Activation**

Once the Incident Commander has determined that Stage I should be put into operation, the following procedures should be followed:

- a. Notify the switchboard operator to announce, "***CRH has implemented the Adverse Weather Plan STAGE I.***" This is repeated three times.
- b. The Incident Commander opens the CRH Emergency Operations Center (CRH - EOC) and plans for staffing as situation requires.
- c. Notify Nursing Supervision representatives to implement pre-planned procedures for the possibility of operating with limited or reduced staffing.
- d. Notify Nutrition Services representative that plans for providing meals to employees required to remain on-duty for extended periods may be implemented. Also review contingency plans for meal distribution to patients and staff should disruption of utilities occur.
- e. Notify Plant Operations Department Management that the hospital is in Stage I and ask that they assist with actions associated with maintaining campus accessibility, grounds safety, utilities service monitoring and emergency equipment readiness. Plant Operations Department Management should report any deficiencies in emergency equipment to the CRH - EOC immediately.
- f. Notify Environmental Services that staff living areas may be occupied and that those areas are set up and supplied.
- g. Notify the Telecommunications Department to have cell phones and walkie-talkies charged and ready for distribution as directed.
- h. The Chief Executive Officer will notify the Hospital Team Leader for the Department of State Operated Healthcare Facilities (DSOHF) of the Stage I implementation.

3. **Actions Required By Mandatory Employees:**

Under Stage I there are several specific actions required by direct care staff and support staff. This stage serves as a warning that conditions are highly likely for adverse weather affecting the normal operations of the hospital and the safety of patients, staff and visitors. Stage I may also indicate that adverse weather is reliably predicted to commence at a given time. Given these considerations, the Mandatory Employees should do the following:

- a. Plans should be made to remain on duty should it be required due to critical staffing shortages or adverse weather conditions rendering travel from work exceptionally hazardous.
- b. Off-duty Mandatory Employees are encouraged to contact their supervisor in the event they are needed to work at times other than their regular schedule.

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- c. Mandatory Employees reporting to duty should bring personal medications, toiletries and clothing for themselves in the event they are required to remain on duty for an extended period of time, or if travel from work becomes extremely hazardous and they elect to remain at the hospital in the staff overflow area. Alternate plans for dependant care are made prior to the beginning of the Adverse Weather Event. Staff are reminded that neither dependents nor pets are allowed at the hospital during such events.

4. All Clear From Stage I

Once the Incident Commander has determined the potential for adverse weather conditions adversely affecting normal operations has passed and no longer poses a concern for CRH, the Switchboard Operator announces "***All clear from Stage I of the Adverse Weather Plan***" on the overhead page. This is repeated three times.

G. Stage II. Emergency Implementation

1. Stage II primarily consists of activities associated with the *imminent approach or actual commencement of adverse weather* that will affect CRH's normal operations. This should be considered for activation when weather predictions indicate that adverse weather or other significant weather emergencies will occur or have actually commenced in the area surrounding CRH. Stage II should be considered as a notification to hospital staff and key personnel that some type of adverse weather will affect CRH's ability to maintain normal operations and/or will pose a significant hazard to the hospital's patients, staff and visitors. ***In addition, Stage II should serve to notify supervisory personnel to immediately implement their operational plans associated with Adverse Weather Events.*** At the discretion of the Chief Nursing Officer or designee, Nursing Services may initiate a 12 hour work shift schedule during Stage II. Nursing staff are expected to remain on duty during adverse weather, working beyond their normal 8 hour shift, up to an additional eight hours, if necessary, or until relief staff providing minimum coverage arrives for duty. Employees are not required to work more than 16 hours. However, supervisors may require employees to remain at the hospital beyond 16 hours to assure availability the following day or shift. Appropriate breaks and meal times will be scheduled by supervisors for each employee (ensuring at least a 30 minute meal period every eight hours) .
2. All standing committee meetings and training programs scheduled by Staff Development, etc. are cancelled during Stage II. Patient programming may be modified but will continue if at all possible.

H. Stage II. Activation

1. Once the Incident Commander has determined that Stage II should be activated, the following procedures should be followed:
 - a. Notify the switchboard operator to announce, "CRH has activated Stage II-of the ADVERSE WEATHER Plan". This is to be repeated three times.
 - b. Notify local television stations that CRH is operating under the ADVERSE WEATHER Plan.

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- c. Open CRH Emergency Operations Center (CRH-EOC) and plan for staffing CRH-EOC on a 24-hour basis until the adverse weather conditions are no longer a threat and demobilization procedures have been completed.
- d. Notify Nursing Services Supervisory representatives to immediately implement pre-planned procedures for operating with limited or reduced staffing.
- e. Notify Nutrition Services representative that meals are required for employees who will remain on duty for extended periods, and to make preparations in the event utility services are disrupted or discontinued.
- f. Notify the Plant Operations Department that the hospital has entered Stage II and request that they assist with maintaining campus accessibility, grounds safety, and continuation of vital utility services.
- g. Notify Environmental Services representative that specified locations will be designated as staff quarters. Environmental Services staff may also be assigned as needed by the Incident Commander or designee.

2. **Actions Required By Mandatory Employees:**

Under STAGE II, there are several specific actions required by Mandatory Employees.

- a. All on-duty Mandatory Employees are to remain on duty until released by the Incident Commander or his/her designee.
- b. Off-duty Mandatory Employees are encouraged to contact their supervisor and report for duty if requested. Should the supervisor inform them they are not needed at that time, they are to remain on stand-by and available in the event the situation changes and their presence is required.
- c. Mandatory Employees reporting to duty should bring extra clothing, toiletries and personal medication for themselves and are to be prepared to remain on duty for an extended period of time. Alternate plans for dependent care are to be made prior to the beginning of the Adverse Weather Event. Mandatory Employees are reminded that neither dependents nor pets are allowed at the hospital during such events.

3. **All Clear From Stage II:**

Once the Incident Commander has determined the adverse weather conditions have passed and no longer pose a concern for CRH, he/she will declare an "All Clear". The switchboard operator will announce, "*All clear from the STAGE II of the Adverse Weather Plan*" on the overhead page. This will be repeated three times. Notification will also be made to local television stations indicating the "all clear" status.

I. **Debriefing**

After the "All Clear" has been given, all members of the Hospital Management Team meet at a location and time specified by the Incident Commander. This allows a debriefing of the Adverse Weather Event and all operations involved.

J. **Training**

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Staff are trained during New Employee Orientation as part of the Emergency Management Plan on how to respond to Adverse Weather Events. Staff also receive annual refresher training during the annual update and participate in tornado or adverse weather drills. Employees are notified upon hire by their supervisor of their mandatory/non-mandatory status.

Related Documents/Forms:

CRH Safety Manual: Emergency Management Plan

Related Documents/Forms: None

Review/ Approval History:

Review/Approval Date	Reviewed/Approved By
June 2008	CRH Management Team
April 2011	CRH Policy Review Committee
September 2014	CRH Executive Team
February 2015	CRH Executive Team
April 2015	CRH Policy Review Committee

Responsible Owner: ADMINISTRATION

CEO Approval: _____ **Date:** _____

APPENDIX

MANDATORY EMPLOYEES:

Environmental Services Department staff
Nursing Department staff (RNs, LPNs, TSSs)
Nutrition Services Department staff
Plant Operations Department staff

MANDATORY OPERATIONS:

Budget/Cashier's Office
Business Office
Chaplain Services
Employee Health Services/Clinic
Executive Team
Hospital Operators
Infection Prevention Services
Laboratory Department
MIS Department
Patient Safety/Risk Management Department
Pharmacy Department

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Physical Therapy Department
Psychology Department
Psychosocial Treatment
Quality Management Department
Radiology Department
Respiratory Therapy Department
Safety Department
Social Work Department
Speech Language Pathology Department
Staff MDs & Physician Extenders
Unit Administrative Directors
Warehouse Department

NON-MANDATORY OPERATIONS:

Advocacy Services Department
Attorney General's Office
Foreign Language Interpreters
Health Information Management Department
Human Resources Department
Mail Room
Print Shop
Purchasing Department
Reimbursement Department
Staff Development Department
Strategic Performance Department
Timekeeping Department
Utilization Review Department
Volunteer Services Department

I have read and understand the Adverse Weather Policy: _____

Adverse Weather- Frequently Asked Questions

CRH's Adverse Weather Policy was updated April, 2015. Here are some highlights from the policy along with helpful information you may find useful.

- **Do I have to come to work during adverse weather conditions?** CRH has both mandatory *employees* and mandatory *operations*.
 - Mandatory *employees* are REQUIRED to work and are expected to maintain readiness to report to work in adverse weather conditions. Mandatory employees include Nursing, Environmental Services, Nutrition Services and Plant Operations.
 - Mandatory *operations* are operations or departments that must be covered by the hospital during adverse weather events. A certain number of staff, (established by the Dept Head) may be designated to be on site to cover specific duties. Mandatory operations include the Budget/Cashier's office, Business Office, Chaplain Services, Employee Health Services/Clinic, Executive Team, Hospital Operators, Unit Administrative Directors, Infection Prevention Services, Laboratory Department, MIS, Patient Safety/Risk Mgt, Physical Therapy, Psychology, Psychosocial Treatment, Quality Management, Radiology, Respiratory Therapy, Safety, Social Work, Speech Language, Staff MDs & Physician Extenders, Warehouse and Pharmacy. Please check with your supervisor to determine if this applies to your department on weekends.
 - All other operations and departments are considered non-mandatory operations and are not generally required to come to work.

- **How will I account for time while here?** Hospital Management will provide details regarding how to account for your time once Stage II is called.

- **What happens to me if I am a mandatory employee and don't report to work as scheduled?** You may be subject to disciplinary action as determined by your supervisor.

- **How will an adverse weather event be managed?** Once adverse weather conditions are predicted and the chance of adverse weather conditions are highly likely, a Stage I will be called. If you are a mandatory employee, plans should be made to remain on duty. Off-duty mandatory employees are encouraged to plan for an extended time here. Mandatory employees need to plan on bringing personal medications, clothing, hygiene items and plan for child care and other personal needs. Stage II will be called when there is a high probability of adverse weather within 24 hours. Stage II will be called off by the CEO or designee.

- **If I'm at home, how will I know if an adverse weather event is called and if so, how will I know what stage we're in?** CRH has established an adverse weather information number for staff and other callers to verify the hospital's status during adverse weather conditions. These numbers are as follows:
 - Within the 919 calling area: dial 919-575-2600
 - Out of State or outside of the 919 calling area: dial 1-888-575-2699 (toll free)
 - Local media contacts: WRAL TV, WTVD and TWC

If you're within the hospital, you can call 5-2600.

- **What will be the sleeping arrangements for CRH if I have to stay?** With the exception of FMIN, Whitaker and a small subset of Environmental and Nutrition Services employees, all staff will remain on the main campus of CRH. For Nursing Staff, there will be 5 primary hubs where you are to report to for getting your sleeping and showering locations as well as to let us know what meals you will be needing. For non-nursing staff, an Administrative Coordinator will be assigned to gather information regarding linen needs, shower locations and sleeping locations. Each Dept Head or designee will be responsible for a) gathering this information from all employees who will be working during the adverse weather event and b) alerting the Administrative Coordinator by 2:30 p.m. each day for linen needs and sleeping locations.
- **What do I do with my used linens?** For **ALL** staff: To make sure we have enough linen supplies for all staff and patients, we ask you to please put your linens, after use, in the bag that they came in and store the bag underneath or with your assigned bed. We ask that you keep the same set of linens throughout the adverse event. They will be picked up by Environmental Services following the end of Stage II.
- **What if I don't have a toothbrush, toothpaste or shampoo?** CRH will have these items available for purchase for \$1.00 at the Grill.
- **Will meals & snacks be provided during adverse weather conditions?** Meals will be provided but only to those staff members who are considered mandatory employees or for employees who are assigned for mandatory operations. Meals will not be provided to those who come to work and would have had the opportunity to eat the previous meal at home. You are responsible for bringing your own snacks during adverse weather events. If you have special dietary needs, you are responsible for bringing your own meals and snacks.
- **How do I order a meal?** If you are a nursing employee, your CNM will be asking you at your designated Hub, whether or not you'll need a meal. That information will be passed on to the appropriate UAD and then to Nutrition Services. If you are a non-nursing employee, your Dept Head will be gathering that information for Nutrition Services. Please note: request for all meals must be made to the appropriate representative with sufficient time to submit to Nutrition Services. Cut off times for meal requests are 7:00 a.m. for breakfast, 10:00 a.m. for lunch and 4:00 p.m. for dinner.
- **Where will meals be picked up?** Meals will be distributed from the Tulip Cafeteria. Nutrition Services will call each Hub and non-nursing staff when meals are ready for pick-up.
- **Will the Grill be open during adverse weather?** The Grill will be open extended hours Mon- Fri and from 9AM-2PM and 4PM to 6PM on weekends during adverse weather, offering a limited menu to purchase from for those who choose.
- **Where can I take a break?** The Sunflower, Dogwood and Tulip break rooms will all be available during non-work time. Other break areas include the gym, Main Street corridor and the Clinic waiting area.
- **If I see unsafe conditions outside, who do I report those conditions to?** The Plant Operations Dept will be available to clear any unsafe conditions outside. They can be reached at 5-7990. For unsafe inside conditions, the Environmental Services Dept will be here. They can be contacted at 4-7030 for 1st shift and 4-7097 for 2nd shift.