



# Christian Family Care

## 2023 RISK MANAGEMENT PROGRAM GUIDE

**NOTE:** This manual is the property of **Christian Family Care** and contains information that is proprietary and confidential. It is for general information purposes only. Any questions pertaining to particular people, places, events, or situations should be referred to the President.

Approved by President: \_\_\_\_\_

Date: \_\_\_\_\_





# Christian Family Care

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# Risk Management Program

## I. Statement of Support

To protect clients, visitors, employees, volunteers, the Board of Directors, funding sources, business partners, physical assets, financial resources and all other stakeholders, Christian Family Care (CFC) has established this Risk Management Program. In accordance with accreditation and clinical mandates, and CFC's mission, we are committed to providing high quality services within a safe environment.

The Board of Directors and employees shall work together to establish, maintain, and support this Risk Management Program as described in this guide. Each will also work continually to identify, evaluate, and appropriately respond to risk management issues.

## II. Statement of Purpose

CFC is committed to implement and support a comprehensive Risk Management Program designed to:

- A. Reduce and/or eliminate risk of injury or loss to clients, visitors, employees, and/or other representatives (including volunteers, interns, and the Board of Directors) of the Organization by:
  1. Maintaining a high quality of client care throughout our system with the resources available.
  2. Maintaining a safe and secure environment for all.
- B. Preserve the financial assets and reputation of CFC by:
  1. Integrating a risk management process throughout the Organization.
  2. Minimizing the physical and emotional consequences to the client, visitor, employee, volunteer, or intern who has been injured or seriously inconvenienced, to the extent that is reasonable and appropriate.
  3. Identifying, evaluating, and reducing or eliminating potential exposures to risk which could result in a claim being made against CFC, the Management Team, employees, and/or other representatives.
  4. Managing claims made against CFC, the Management Team, employees, and other representatives in an efficient and effective manner.

5. Providing ongoing, aggregated data sets to analyze losses and risks and enhance organizational performance improvement activities.
- C. Minimize the adverse effects of loss through identification and evaluation of actual and potential losses, through the provision of loss prevention, loss control, disaster recovery, and risk financing activities.

### **III. Goals and Objectives**

It shall be the goal of the Board of Directors, Management Team, and employees to establish and maintain a formal Risk Management Program that:

- A. Integrates with the Quality Improvement Process to provide the safe delivery of quality services within reasonable resource limits.
- B. Fosters effective client, family, employee, volunteer and intern communication on customer care and safety concerns.
- C. Enhances CFC's community image, community relations and client confidence.
- D. Promptly identifies risk exposure to reduce or prevent the potential for injury or loss. Risk identification is clarified in whole or in part through the system-wide review of:
  - Incident Reports and Critical Incident Debriefs.
  - Quality Management Indicators (i.e., PQI results, outcomes, etc.).
  - Client satisfaction surveys, client grievances.
  - Legal complaints, suits, and threats to sue.
  - Committee reports and minutes.
  - Third party reports (i.e., regulatory agencies, insurance carriers, etc.).
  - Facility inspections.
  - Billing complaints.
  - Contract monitoring.
  - Statutory requirements.
  - Employee turnover and exit interview data.
  - Employee grievances.
  - Fiscal audit results.
  - Information systems monitoring and reporting.

- E. Reviews, analyzes, and shares aggregated data sets with appropriate administrative, program, and ancillary staff departments or committees to enhance the overall performance of the organization and help identify opportunities to improve.
- F. Once analyzed, methods are developed to treat the identified risk exposure. These methods focus on:
  - Loss prevention techniques (integration of system-wide policies and procedures, developing or revising documentation forms, employee orientation and training programs, etc.)
  - Loss avoidance techniques (deciding not to subcontract with a certain provider, choosing the safest equipment, etc.)
  - Risk transfer techniques (insurance coverage)

#### **IV. Accountability, Authority and Assigned Responsibilities**

The authority and responsibility for the establishment, maintenance, support, and evaluation of the Risk Management Program is vested in the Board of Directors. The Board of Directors, as defined in the Board Policy Manual, has delegated this responsibility to the President. The President has designated the Vice President of Operational Excellence to direct risk management activities throughout the organization and to monitor the effectiveness of the Risk Management Program. It is the responsibility of all the Management Team, employees, volunteers, and interns to support and participate in risk management efforts by working safely and identifying, reporting, and alleviating conditions and practices that may cause injury, damages to property or financial loss.

##### **A. CFC Management Team:**

Specific accountability and oversight are delegated to the CFC Management Team as follows:

- An appropriate member of the Management Team will be notified of the Critical Incident Report within 24 hours after submittal (see AG-12). The Management Team may convene at the request of the President, or any Vice President or designee, in response to a crisis or serious incident.
- To ensure the records, reports, and other documents of information regarding risk management are privileged and confidential, neither the Management Team nor any team member shall reveal such to any person not a member of or a consultant to the Management Team except as directed by the President or any Vice President.

- To review reports on all serious incidents and assist in developing risk reduction plans.

**B. Vice President of Operational Excellence:**

Directs the Organization's activities through the implementation of risk identification, risk analysis and risk control. Responsibilities include:

- Planning, integrating, and coordinating risk management activities through all of CFC.
- Analyzing reports.
- Developing and implementing loss prevention programs.
- Ensuring that Risk Management orientation and on-going education is available to all employees, volunteers, interns, and the Board of Directors.
- Coordinating communication with insurance carriers regarding significant incidents, potential claims, and employee injuries.
- Reviewing relevant contracts.
- Helping develop and review policies.
- Reviewing/evaluating new technology.
- Reviewing human resource issues.
- Evaluating risk transfer issues.
- Present a complete Risk Management Assessment Report to the President and the Board of Directors (or designated committee) on an annual basis.
- Evaluating open, closed, and potential claims.
- Ensures an external comprehensive HIPAA assessment is performed on all Information Technology (IT) systems annually.

**V. Confidentiality**

All data and information collected, maintained, reviewed and/or generated by the Risk Management function is used strictly for improving quality of care within the organization. All applicable laws and regulations which pertain to confidentiality shall be fully employed. (See Policy 3.11)



## VI. Statement of Review

The President shall be responsible for reviewing, evaluating, and approving the Risk Management Program Guide every two years. Upon approval, the Program shall be implemented by the Vice President of Operational Excellence.

# Risk Management Monitoring and Reporting

Ongoing monitoring of areas of risk and immediate reporting of major risk management issues will help protect and steward the resources of Christian Family Care against unnecessary risk and loss. Regularly monitored and reported issues will be reviewed by the Management Team quarterly and reported to the President and CFC Board (or designated committee) on an annual basis:

Risk Area	Responsibility
Employee Grievances	Vice President of Operational Excellence
Facilities & Vehicles	Vice President of Operational Excellence/Safety Committee
Administrative Incident Reports	Vice President of Operational Excellence/Safety Committee
Program Incident Reports	Vice Presidents of Social Services and Community and Human Flourishing
Client Grievances	Vice Presidents of Social Services and Community and Human Flourishing/Director of Quality and Continuous Improvement
Pending Litigation	President/Vice President of Operational Excellence
Losses/Claims/Liability Insurance	President/Vice President of Operational Excellence

(See AG-24)

Other risk areas may be identified, reported, and reviewed as needed when deemed necessary by the President or any Vice President. To provide an independent review of critical incidents on a quarterly basis the Risk Management Committee will review all high-level risk incidents, accidents and grievances that involve serious injury or death of a client or staff member of CFC or physical restraint of a client. After reviewing, the committee will determine if changes to policy and/or procedures are necessary, additional resources are needed and how to continue to support the efforts to minimize the use of restrictive behavior management interventions. This committee will include all Vice Presidents, the

Director of Quality and Continuous Improvement, and the Staff Care Manager. The committee's findings will be tracked and reported through the PQI committee to the Board of Directors (See AG-12).

## Insurance Coverage Summary

The following information is provided as a general guide to the insurance coverage provided for Christian Family Care. Questions concerning coverage for people, events, or situations shall be directed to the Vice President of Operational Excellence or designee. Insurance coverage is reviewed on an annual basis by an outside insurance agent.

### I. Property

#### What Property is Included for Coverage?

- All buildings and personal property owned or leased by CFC.
- CFC's interest in improvements to buildings CFC leases.
- Property in the care, custody, and control of CFC or that CFC agrees to protect by any contractual agreement.

#### What Type of Coverage is Afforded?

Property coverage afforded includes but not limited to buildings, contents, business income and extra expense, builders' risk, valuable papers and records, property of others, accounts receivable, newly acquired property, boiler and machinery.

### II. Commercial General Liability and Errors and Omissions

#### Who is protected?

Christian Family Care liability coverage protects and provides any legal assistance to any officer, governing board member, employee, volunteer, intern, and/or agent, individually and/or collectively or a "Protected Person(s)" while acting within the scope of their duties or in their official capacity as such; and any person, organization, corporation, agency, service, trustee or estate now in existence and/or established in the future to whom CFC is obligated by written contract or verbal agreement to provide coverage, but only in respect to operations by or on behalf of CFC or a Protected Person(s). Protected Person(s) means all programs, agencies and institutions operated or controlled by CFC.

#### What Type of Coverage is Afforded?

The liability coverage afforded by our insurance program includes Property Coverage, General Liability, Professional Liability, Sexual Abuse or Molestation, Commercial Umbrella Liability, Commercial Automobile Liability, Workers



Compensation/Employers', Directors and Officers Liability, Cyber Security Liability, and Volunteer Accident Insurance (i.e., Medical and Loss of Wage). Policy limits are reviewed against contract requirement minimums.

For specific coverage amounts contact the VP of Operational Excellence.

## Loss or Claim Reporting

Loss or Claim reporting is extremely important. The timing of the report, as well as the information given, can make a big difference in the size of the loss and the resulting cost to CFC. It is important to remember that all losses or potential losses should be reported. Do not attempt to judge whether insurance coverage applies, that will be done by the appropriate party when all loss information has been analyzed.

All losses must be documented in an Administrative Incident Report Form, according to CFC Policy 1.14 Health, Safety and Welfare, and AG-24 – Incident Reporting. Records must be kept of each call or piece of correspondence pertaining to each claim for future reference.

### I. Property

When a property loss occurs from fire, theft, wind, flood, earthquake, vandalism, or any other such cause, the loss shall be reported directly to the Vice President of Operational Excellence, or if not available, the Vice President of Finance within 24 hours. The Vice President of Operational Excellence, or designee, shall contact a claim representative at the insurance company. Persons involved shall be given instructions on how to proceed and what additional information may be needed.

### II. Liability

Whenever there is a substantiated incident, the incident shall be immediately reported to your immediate supervisor and to the appropriate Vice President. Examples of substantiated incidents that might result in a claim include, but are not limited to:

- Someone falling on our premises,
- Someone being hurt during our activities,
- An error that causes loss or injury to a person, property and/or company,
- A complaint by a client's family member,
- Any other similar situation.

**An Administrative Incident Report Form must be completed and submitted within 24 hours.**

General Liability Precautionary Directions

CFC personnel shall be instructed to do the following:

- Do not discuss issues surrounding the situation with anyone unless instructed to do so by the President, any Vice President, attorney, or insurance company representative.
- Do not make statements admitting guilt or authorizing medical treatment.
- Do not disturb the scene of an accident until proper investigations have been completed.

**III. Workers' Compensation**

If an employee has an accident or injury while working, they shall contact the employee's supervisor and/or Staff Care Manager.

An Administrative Incident Report form will be completed and submitted within 24 hours of the incident (See AG-24 Administration). Consistent with applicable state law, Staff Care will complete the Employer's Report of Industrial Injury form (IR101) and submit it to the Industrial Commission of Arizona and the Workers' Compensation carrier, respectively. Failure to report a work-related injury or illness within the stated time frame could jeopardize any claim. CFC will generally require that an injured employee receive treatment and/or get a doctor's certification of fitness for duty before returning to work. The insurance carrier information is listed on CFC's intranet site, TEN:24 (Risk Management and Incident Reporting page).

## **Contracts and Agreements**

Except as provided otherwise, contracts (including leases and independent contractor agreements) must be reviewed and approved by your supervisor and appropriate Vice President(s) prior to signature of the contract or before the contract is finalized. Contracts specify what each entity is legally responsible for and may, in some cases, make CFC responsible for situations which are out of our control or that present a hazard which is above an acceptable level. In reviewing the contract, it must be determined if the language increases CFC's exposure to loss above acceptable levels and/or determined if we are properly covered by our insurance program. Contracts can only be signed by the President or designee.

## **I. Contract Review/Certificates of Insurance**

There are many situations in CFC dealings with outside businesses or organizations where proof of insurance is required for CFC to provide. This proof is given in the form of a Certificate of Insurance (COI). COIs can be obtained by an email request to the Vice President of Operational Excellence or designee requesting the appropriate COI from the broker.

## **II. Lease Agreements and Insurance Requirements**

Although it is not a regular practice, any time a CFC location is subleasing the premises/facilities or a portion of the premises/facilities to an outside business or organization for their continued use (even if no rent is charged), it is required that a formal lease agreement be used. It is also required that this agreement be reviewed by the President or designee before the contract is finalized. While there are many issues which should be addressed in this lease, the following must be included:

- A. The lessee must agree to indemnify and hold harmless CFC from any liability arising from the lessee's actions or products.
- B. The lessee is required to carry insurance coverage of their own and name CFC as an additional insured on those policies.
- C. The lessee is required to provide proof of insurance coverage by means of a certificate of insurance to CFC indicating all insurance coverage and requirements have been met. A copy of these certificates must be submitted to the Vice President of Operational Excellence or Vice President of Finance for review of compliance and to be kept on file by the Finance Department and a copy kept on file in the Facilities SharePoint site. Any agreements will be renewed annually by the lessee.

## **III. Construction or Repair Agreements/Insurance Requirements**

CFC may ultimately be held responsible for the actions of contractors working on CFC premises or on its behalf. All contractors used by any CFC entity must be licensed, bonded, and insured.

All contracts greater than \$5,000 require the signature of the President (See Policy 1.15 Accounting Policy). These contracts must first be reviewed by the Vice President of Finance. For any project exceeding \$10,000, builder's risk coverage must be purchased (this does not provide protection for the contractor). Contact the Vice President of Operational Excellence or designee to acquire this coverage.

## **IV. Rental Use Agreements and Insurance Requirements**

Occasionally, CFC is asked by outside organizations, businesses, or persons, to allow them the use of our premises for various events. In the absence of any type

of agreement, CFC could be held responsible for injuries or damage to property arising from the actions of the party using our premises. Therefore, it is required that in this situation a Rental Use Agreement be signed by both CFC and the party using our premises. While this Rental Use Agreement may address many issues, the following must be included:

- A. The outside organization or person must agree to indemnify and hold CFC harmless from liability arising from their use of our premises.
- B. The outside organization must be required to have their own insurance coverage comparable to CFC's coverages and that names CFC as additional insured on the rental agreement. Recommendations as to type of coverage, property wording, and limits, can be obtained from the Operations Department.
- C. For regular use, the outside organization is required to provide proof of insurance to CFC by providing a certificate of insurance (COI) which indicates that all insurance requirements have been met. This certificate needs to be updated annually and should be kept on file in the Facilities SharePoint site.

*Note:* In situations where an outside organization, business, or person does not have their own insurance they are to obtain a short-term policy.

## **V. Special Events**

The following recommendations should be considered to reduce CFC's exposure to loss during special events. Since security varies greatly by type of event and location, that issue will not be addressed here, but is extremely important. If there are questions concerning the security of the premises for specific events or locations, please direct those to the Vice President of Operational Excellence.

Any outside party participating in a CFC special event, such as food vendors, carnival operators, caterers, etc., is required to:

- Sign a Special Events Agreement provided by the Operations Department stating that the outside party will indemnify and hold CFC harmless from any incidents or losses that may arise from their actions, operations, or products.
- Carry Commercial General Liability Insurance.
- Provide a Certificate of Insurance (COI) naming CFC as additional insured to the Operations Department for acceptance.

## Vehicle Safety

Employees, interns, and volunteers required to drive as an essential function of their jobs must:

- A. Current Arizona Driver's License
- B. Be at least 21 years old and have at least 3-years driving experience
- C. Provide proof of current auto insurance/liability to Staff Care.

Arizona requires that every motor vehicle operated on our roadways be covered by one of the statutory forms of financial responsibility, more commonly called liability insurance, through a company that is authorized to do business in Arizona. This includes golf carts, motorcycles, and mopeds.

Minimum levels of financial responsibility are:

1. \$25,000/\$50,000 bodily injury liability
2. \$15,000 property damage liability

CFC recommends minimum levels of financial responsibility of:

1. \$100,000/\$300,000 bodily injury liability
2. \$100,000 property damage liability

- D. Provide a current copy (within the past three months) of their Motor Vehicle Record (MVR) (Refer to Appendix E: Driver Risk Matrix).
- E. Annual MVR for staff who are permitted to transport clients is required (ASE 4.02)

MVR Standards: No major violations in the last three years (DUI, vehicular homicide, reckless driving, drugs or leaving the scene)

OR

- maximum of one moving violation in the last three years in combination with one "at fault" accident, or
- maximum of two moving violations in the last three years with no "at-fault" accidents, or
- maximum of no moving violations in the last three years with two "at-fault" accidents.

- F. Be physically and mentally capable of safe operation of a motor vehicle.



Once hired, an employee shall complete the "Vehicle Use Form" provided by Staff Care. If all records are clear, all information is filed in the employee's personnel file. If the record is not clear, Staff Care shall contact the appropriate Director to discuss what action needs to be taken.

Since some of CFC's contracts require clean driving records, employees whose roles are governed by those contracts are responsible for notifying Staff Care immediately if they have any moving violation citations or changes to the above information.

Protected Persons is defined as all agencies/programs operated or controlled by CFC (Full-time employees, part-time employees, interns, and CFC volunteers). Anyone else while using, with CFC's permission, an auto CFC owns, hires, or borrows, except:

- The owner of the auto CFC hires or borrows from an employee or a member of their family.
- Someone driving a CFC-owned vehicle if they are in the business of selling, servicing, repairing, or parking autos unless that business is a Protected Person.
- Anyone other than an employee, a lessee or borrower or any of their employees, while moving property to or from an auto.

Anyone liable for the conduct of the Protected Person(s) or permissive user described in A & B above, are also covered.

#### What Coverage is Provided?

Per the State of Arizona's website ([www.azdot.gov](http://www.azdot.gov)), Arizona requires that every motor vehicle operated on our roadways be covered by one of the statutory forms of financial responsibility, more commonly called liability insurance, through a company that is authorized to do business in Arizona. This includes golf carts, motorcycles, and mopeds.

Generally, there are three auto types used for CFC business; owned, non-owned, and hired.

**Owned Autos** – Vehicles owned by and titled to CFC are covered when being used by a covered or authorized person or organization.

**Non-Owned Autos** – Vehicles owned by persons or entities other than CFC are covered while being used on CFC business, but only after all other insurance available is exhausted.

An example would be an employee's personal vehicle being used on CFC business. Coverage from the employee's personal auto policy would be primary and CFC's coverage secondary. Because of this, it is mandatory that CFC receive proof of auto insurance from anyone using their vehicle on behalf of CFC. This proof of insurance is filed in the employee's personnel file.

**Hired Autos** – Vehicles being leased or rented by a covered person/organization, and being used on behalf of CFC, are covered per the coverage described previously in this section and therefore rental car insurance may be declined.

Following are the driving record guidelines for all auto types (owned, not owned, hired):

- A. Three (3) or more traffic violations and/or at fault accidents over a three (3) year period or,
- B. One or more of the following types of serious traffic convictions within the past 3 years:
  - Conviction for an alcohol and/or drug related driving offense.
  - Refusal to submit to a Blood Alcohol Content (BAC) test.
  - Failure to stop/report an accident and leaving the scene of an accident as defined by state laws.
  - Conviction for homicide, manslaughter, or assault arising out of the use of a vehicle.
  - Suspension, revocation, or administrative restriction of driver's license within the last three years.
  - Conviction for reckless or careless driving.
  - Racing.
  - Passing a stopped school bus and/or.
  - Possession of a controlled substance.
  - Making a false accident report.
  - Three or more "company vehicle" physical damage claims in any twelve-month period.
  - Speeding (10+ MPH over posted speed limit).
  - Conviction for attempting to elude a police officer.

will disqualify the employee from driving company operated vehicles, or those vehicles in the care and custody of CFC.

C. Age Restrictions:

1. No driver under the age of 21 or over the age of 79 is an eligible driver.
2. No driver under the age of 25 is eligible to drive passenger transportation vehicles (i.e., vans or buses).

I. **Automobile**

All accidents involving vehicles owned by CFC, or vehicles being used for CFC purposes, must be reported as soon as possible to your supervisor, the Vice President of Operational Excellence or designee and Staff Care. The Staff Care Team shall instruct you how to proceed. An Administrative Incident Report must be completed and submitted by the staff person(s) involved within 24 hours. This shall also include any accident which happens on private property or an accident involving a bicyclist or pedestrian. The police **MUST** be called for **ANY** accident involving a vehicle owned by CFC, or a vehicle being used for CFC purposes.

A list of information which **MUST** be obtained when in an accident is listed on the next page.

**Please make a copy of this list to place in your car's glove compartment, along with your registration, to use if you are involved in an auto accident.**

## **Auto Accident Requirements Checklist**

***PLEASE KEEP THIS CHECKLIST IN ANY VEHICLE YOU MAY DRIVE FOR CFC***

The following information **MUST** be obtained:

- All accidents involving vehicles owned by CFC, or vehicles being used for CFC purposes, must be reported as soon as possible to your supervisor, Vice President of Operational Excellence or designee and Staff Care.
- Make no comment regarding the fault of either party.
- Time and Place of Accident.
- Name, Address and Phone Number of other party/parties involved.
- The driver's license number and expiration date of other party/parties involved.
- Their insurance company information.
- Name, address, and phone number of any passengers in the other car(s).
- Name, address, and phone number of any witnesses (Ask them to stay to talk to the police. If they insist on leaving, ask them to write down what they saw or to tell you what they saw - write everything down).
- The description of all vehicles involved (car's make, year, model, license plate number and expiration date, and vehicle identification number).
- The name, address, telephone numbers, and insurance company information of the other car's legal and registered owner(s), if the driver does not own the car.
- Our employee's description of the accident.
- Insurance Company and/or Agent of other party/parties involved.
- Try to identify people at the accident scene, even if they will not give their names (For example, if a man who saw the accident drives off, take down his license plate number. Law enforcement officials can trace the owner's name and address).
- Contact local authorities.
- The name and badge number of the law officer who comes to the accident scene. Ask the officer where and when you can get a copy of the accident report.
- Make a simple diagram of the accident. Draw the positions of both cars before, during, and after the accident. If there are skid marks on the road, pace them off. Draw them on the diagram, noting the distance they cover. Mark the positions of any crosswalks, stop signs, traffic lights, or streetlights.
- If you have a camera with you, take pictures of the scene.
- Make notes on weather and road conditions. If the accident happened after dark, say whether streetlights were on. Estimate your speed and the other driver's speed.
- Visit Urgent Care to confirm whether driver or passengers are injured or not.
- Complete an Administrative Incident Report (located in TEN:24) and if a client was involved in the accident, create an Incident Report in extendedReach.



## II. CFC Owned Vehicle Inspection Procedures

Vehicles owned by Christian Family Care shall each contain a first aid kit and fire extinguisher. Additional vehicle requirements shall be dictated by the program guidelines that apply to that vehicle.

Vehicles **owned** by CFC shall be inspected each quarter, using the Agency Vehicle Inspection Report (9033). The Vehicle Inspection Report shall be completed quarterly. Staff shall complete an inspection report for each Agency owned vehicle and file it electronically on SharePoint at: [Monthly Safety Inspections & Fire Drill](#).

- Vehicle Inspection Reports will be reviewed during safety meetings.
- Complete the Vehicle Service Log (9058), on an annual basis.

## III. Driver Responsibilities

- Know your job requirements and be familiar with your vehicle.
- Know and obey safety rules, state safety regulations and A.D.O.T. regulations, if they apply. Follow safe driving practices.
- Never drive in a physical condition that could hinder driving ability.
- Be properly licensed for the type of vehicle operated.
- Know emergency, first aid, and accident reporting procedures.
- Use defensive driving procedures.
- Know the route you are taking before you leave and give yourself plenty of time to get there.
- Not use any phone or handheld device while driving pursuant to [ARS 28-914](#).

## IV. Use of Cell Phones in Automobiles

Use of a cell phone is prohibited, unless using a hands-free device, while driving in CFC automobiles or while on CFC business. When a staff member is on CFC business, the staff member shall pull off the road to a safe parking spot and use the cell phone.

If participating in a Teams (or similar technology) call/meeting, then use of video is prohibited while driving.

**Note:** According to the local police department, parking on the side of the road to take a cell phone call is unsafe and against the law. It could result in a traffic violation, and you will be subject to fines.



# Facility Safety

## Facility Inspections Procedures

Facilities owned or leased by CFC shall be inspected on a monthly basis. The Vice President of Operational Excellence or designee is responsible for inspecting all facilities owned or leased by CFC monthly. The person conducting the inspection shall complete a facility safety inspection checklist. These reports are filed and maintained electronically on the CFC Facilities SharePoint site. Fire drills are performed on a quarterly basis at each office location and monthly at each preschool location. Documentation is stored in SharePoint/Facilities/Documents

All facilities that contain operations of CFC may be inspected annually by each of our licensing agencies (DCS, DES, OBHL).

In all cases, responsibility for maintenance and repair of the facilities lies with the Vice President of Operational Excellence. However, any need for maintenance and repair shall be reported to the CFC Facilities at [facilities@cfcare.org](mailto:facilities@cfcare.org) as soon as possible. CFC uses fully licensed and insured contractors who maintain the facility for HVAC, landscaping, electrical, janitorial, safety and plumbing needs.

## Preventing and Defusing Violence

Workplace violence is a recognized hazard. The following guidelines focus on workplace violence and your role in helping to prevent and defuse violent situations.

**ALL FIREARMS AND WEAPONS OF ANY KIND ARE PROHIBITED ON ANY CFC FACILITY (other than by Law Enforcement or security personnel).**

CFC is committed to providing a safe and respectful environment for everyone who works or visits. Our Anti-Harassment Policy within the Employee Handbook establishes a zero-tolerance for harassment in the workplace. It states that acts of threats or violence shall be taken seriously and may lead to discipline up to and including termination.

### I. Recognizing Potential Violent or Threatening Behavior:

To prevent violence in the workplace, it is necessary to anticipate problems, to catch them before they erupt into violence. Some early warning signs that might indicate a problem brewing, involving some form of violence, such as:

- Fascination with weapons
- Alcohol or drug abuse
- Severe stress

- Anguish over employment decisions
- History of violent incidents
- Psychological deterioration
- Decreased or inconsistent job functioning
- Social isolation
- Marked deterioration in personal hygiene
- Other major personality changes

In addition to recognizing warning signs of potential violence, it is also important to realize that violent behavior usually escalates through a series of phases or stages. Psychologists and other experts in workplace violence generally recognize three levels or stages of violent behavior:

**Stage 1** – The first stage involves treating other people as objects or dehumanizing them. This includes such things as name-calling and other slurs or insults. It might also include challenging authority and insubordination as well as being habitually argumentative and alienating clients or co-workers.

**Stage 2** – The individual may start ignoring Agency policies and procedures, stealing from the Agency or co-workers, blaming others for problems, damaging property, or making threats.

**Stage 3** – The individual shows open aggression and may brandish a weapon. The individual may also physically attack co-workers. In this category, we would also include attempted suicide. When a person tries to commit violence against himself or herself, this also qualifies as workplace violence.

## **II. Your Role in Preventing and Defusing Violence:**

Understanding the warning signs (above) can help you to anticipate problems and deal with them in the early stages. In addition, there are several steps you can take to help prevent or defuse violence in your work environment.

- A. Take appropriate security measures in your department and work area to help minimize the possibility of violence. Make sure your staff and co-workers know the security measures and follow the rules that have been established.
  - Keep security doors closed and always locked.
  - Rules for visitors should always be followed.
  - Ensure all clients and visitors sign-in and out at the front desk.

- Strangers noticed within the facility should be reported immediately.
  - Report inadequate or malfunctioning lighting.
  - Report any threats.
  - Report any signs of break-ins or missing items.
  - Take appropriate precautions when working late.
- B. Take appropriate security measures when you travel.
- Keep your vehicle locked.
  - Don't pick up riders.
  - Be careful where you park.
  - When in doubt, don't get out. If you feel threatened, drive to the nearest store, police station, fire department, or other place where there are people around.
- C. Take appropriate measures when you recognize the warning signs of violent behavior.
- Deal with threatening behavior right away.
  - Review the policy with problem employees or clients.
  - Discuss the situation with your manager.
  - Refer problem employees for counseling.
  - Contact Staff Care for guidance.
  - Monitor the person's behavior.
  - Use progressive discipline as needed.
  - Assess the violent potential of terminated employees or clients
  - Take appropriate action in the event you come face-to-face with violence.
  - Alert co-workers and clear the area.
  - Call for assistance – call 911 (Phoenix Main office Welcome Center reception desk: police/emergency services can be alerted silently by simultaneously pushing the two panic button transmitters under the desk)
  - Try to remain calm and polite.
  - Establish eye contact.
  - Keep an even tone of voice.

- Maintain a safe distance.
- Determine an escape route.
- Don't try to disarm the aggressor.
- Do what you are told.
- Don't make any sudden moves.
- Speak carefully and sparingly.
- Go for cover and run only if it is safe to do so.

Realize that workplace violence is a real and present danger. Keep alert for signs of trouble and encourage employees to take security measures. Take immediate action to deal with threatening or violent behavior and report all threats or violent behavior to your supervisor and the Staff Care management. All staff shall receive mandatory training in workplace violence.

Because safety is of **paramount importance** in our work at CFC, all direct service staff will be required to participate in the CFC Home Visit Safety Training through Paylocity.

## **Appendix A      Emergency Procedures**

### **I.      Call 911**

- Alert staff by email, phone or another employee platform.
- Contact the Vice President of Operational Excellence or facility designee.
- When the crisis is resolved, alert staff.

### **II.     First Aid Priorities**

It is recommended that there is at least one person who is CPR/First Aid certified in each facility.

- Survey the scene to make sure it is safe. You can't help by becoming a victim yourself.
- Call 911 – or have someone else call – if necessary.
- Don't move a victim if you suspect a neck or back injury.
- Ensure the person is breathing.
- Ensure the person's heart is beating.
- Control severe bleeding.
- Do CPR as necessary.
- Treat all body fluids as potentially infectious.

### **III.    Health Precautions**

It is recommended that all staff follow the procedures put forward in the annual Infectious Disease Training in Paylocity and Policy 1.14 Health Safety and Welfare.

### **IV.    Illness or Injury**

- Administer first aid in accordance with stated practices. Make the person as comfortable as possible.
- Call 911 only in emergency situations.
- Promptly notify the appropriate supervisor, telling them what happened and to what hospital the patient is being transported.
- If emergency transport is not necessary, safely transport the person home or to the hospital.



## V. Communication Procedures in Case of Fire

Contact the Fire Department by dialing **911** or **pressing the fire button on the security alarm keypad**.

Provide the Fire Department with the following information:

- Type of fire.
- Exact location of the fire.
- Extent of the fire.
- If evacuation is in progress.
- Other information as necessary/requested.
- Keep communication lines open. Do not make any unnecessary calls. Do not answer questions from caller, simply state that an emergency exists and that all communication lines must be kept clear for emergency use.
- Relay instructions as issued by the person in charge.
- Remain calm. Do not panic. Speak in a clear and distinct voice. Follow instructions as needed.

## VI. Department Functions in an Emergency

- A. If practical, secure administrative, financial, or client records in desk or office drawer.
- B. Close all doors to your office as you leave, this will help in cutting off oxygen
- C. If safe, exit by the nearest/safest EXIT route.

## VII. Evacuation Procedures in an Emergency

Do not evacuate until the order has been given or unless emergency conditions warrant it. It could be more dangerous to evacuate than to remain in your area.

### **FOLLOW ALL INSTRUCTIONS ISSUED**

- A. Preparing for evacuation
  - First, check the **NEAREST exit route**. If it is *clear* and *safe*, use this exit if evacuation is ordered.
  - Should inspection of the exits reveal that the nearest exit is blocked, use the next closest exit as your means of escape.
  - Should additional assistance be needed, the person in charge shall immediately deploy such personnel to the area.

## B. Order to Evacuate

- When the order has been given to evacuate, use only those exits that are clear and safe.
- Close doors as you go out. This will slow down an advancing fire.
- Work your way from the danger area.
- Make sure that everyone leaves. Do not let anyone return to their office or the danger area.
- All personnel shall report to a designated area, usually the parking lot of the facility affected.
- Account for all staff. Report any missing employee, by name, to the person in charge immediately.

## C. Safety Precautions During Evacuation

- When traveling through smoke, keep low. Smoke and heat rise. Crawl along the floor, if possible.
- Do not run and do not allow anyone else to run in smoke-filled areas.
- When going through smoke, cover your face from the nose down.
- Do not touch anything. Watch for falling debris, wires, etc.
- Do not open a door into an area where you suspect a fire might be.
- If you MUST open a door - before opening the door:
- Feel the door to see if it is warm, with the back of hand or other less vital area.
- Brace your shoulder against the door.
- Brace your foot against the base of the door.
- Place one hand on the doorknob (check for heat, first).
- Place one hand along the door opening, about head level.
- Open the door slowly.
- Make sure your face is turned away from the opening.
- If smoke sweeps through the door, close it immediately.
- Place a blanket under the door to prevent smoke from entering the room.
- Choose the safest way out.

- Make sure all doors are closed behind you.
- Once you are out, do not let anyone return.
- Remain calm. Do not panic. Follow all instructions issued.

#### D. Exit/Assembly Area

- All personnel should be aware of the exit routes for each building. Maps of each building are posted throughout each facility.
- All personnel should be aware of the assembly place, outside the building (parking lot).

#### E. Emergency Medical Treatment

Once evacuation has been accomplished, check personnel for any injuries. Should injuries exist, notify a Firefighter immediately.

### **VIII. Suspicious Package or Bomb Threat**

Bomb threats or suspicious packages can be communicated in a variety of ways. For example, they might be called into the office, found by a worker, or found by a guest and communicated to a staff member. In any event, all threats must be taken seriously but do not automatically cause the evacuation of the office.

When a bomb threat is received (most often by phone) the call taker should try to remain calm and ask as many questions as possible, including:

- What type of device?
- Where is the device located?
- What time is it going to detonate?
- Why would they place a device at our facility?
- Who are you?
- Anything else the call taker can ask before the caller disconnects.
- The call taker should keep the person on the line for as long as possible and listen for any background noise, sounds in the callers' voice, etc.
- The call taker should record the date and time of the call and the call back number on the caller ID (if any).
- The call taker should immediately call 911 with a desk phone and then call the Vice President of Operational Excellence (602-810-1782).

- **Do not use cell phones near the building or press panic button. These transmissions may set off the bomb.**

When a suspicious package is reported, the call taker or receiving party should:

- Gain as much information about the person making the report as possible (ask but they probably won't give this information): Name and address.
- Gather information about the package:
  - What makes it suspicious?
  - Where is it located?
  - What does it look like?
  - Is it ticking?
  - Are there any wires coming from it?

Employees receiving a bomb threat or suspicious package should immediately notify the police at 911, and then the Vice President of Operational Excellence. Do not evacuate until the order has been given or unless emergency conditions warrant it. It may not be necessary to evacuate. It could be more dangerous to evacuate than to remain in your area.

If a suspected bomb is received by mail or if a suspicious object is discovered, follow these guidelines:

- If the object is received by mail, **DO NOT HANDLE THE PACKAGE**. If a suspicious object is discovered, **DO NOT ATTEMPT TO TOUCH OR MOVE THE OBJECT**.
- Dial 911 from a phone outside the building. **Do not use cell phones near the building or press the panic button. These transmissions may set off the bomb.**
- Evacuate the building immediately.
- Police/Fire Department personnel or CFC Sr. Management, or their designee, shall secure the area to prevent re-entry.

## **IX. Threat of Suicide or Actual Suicide**

### **A. Threat of suicide inside office building:**

Any note or threat of suicide should be taken seriously. Contact your supervisor immediately.

- Supervisor shall evaluate the situation and request services as needed.
- If needed, contact the National Suicide and Crisis Hotline by calling or texting 988.

B. Suicide or death inside office building:

- Call 911.
- Notify your supervisor.

C. Procedure after a suicide or death occurs:

- Convene the Crisis Management Team as soon as possible after the event.
  - Conduct a staff meeting following the management meeting to explain facts to employees.
  - Provide group and/or individual counseling, if necessary.
  - Arrange for the return of the decedent's personal property to the family.
- Refer to Crisis Management Appendix B for additional information.

## X. Fire Emergency

Should you discover a fire, **remain calm, do not panic.**

### A. Minor Fire

Should you discover a minor fire:

- Use your discretion as to whether the fire alarm needs to be sounded.
- Alert staff in the immediate area.
- To extinguish a minor fire, such as a smoldering trash can, smother the fire by pouring water on the item(s). Use the closest Fire Extinguisher, if necessary.
- **Do not pick the item up and run with it!** This will endanger you and will fan the fire to cause it to burn more rapidly.

**Should the fire seem to get out of control, sound the alarm, evacuate the building and follow the procedures outlined below for a Major Fire:**

### B. Major Fire

Should you discover a major fire, one that is out of control, or a minor fire that has become out of control:

- Immediately activate the fire alarm.
- **Notify the Welcome Center to sound the bullhorn siren.** Evacuate ALL EMPLOYEES NEAREST THE DANGER AREA, FIRST. As all employees move away from the danger area, they should ensure that they are notifying other staff and clients to exit the building.
- Close all doors to the offices as you evacuate the rooms.
- Do not return to the danger area.
- **Do not let anyone return to the danger area.**
- Assure that all staff proceed to the pre-determined assembly place, away from the building (in the building parking lot or further away, if necessary).
- Police/Fire Department personnel or CFC Sr. Management Staff, or their designee, shall secure the area to prevent re-entry.

#### C. Fighting a Fire

- SAFETY COMES FIRST. DO NOT ENDANGER YOUR LIFE.
- Use one of the fire extinguishers located in the building.
- When using a portable fire extinguisher, follow these instructions:
  - Hold the extinguisher upright.
  - Pull the ring pin to snap the safety seal.
  - Stand back ten (10) feet from the fire.
  - Aim at the base of the fire.
  - Squeeze the lever.
  - Sweep the hose from side to side.
- Do not attempt to put out an overhead fire. Only professional firefighters should proceed with this. It is extremely dangerous.
- Fight minor fires until the Fire Department arrives or the fire is no longer controllable.
- **Do not endanger your safety.** Remember: Do only those procedures you are capable of and comfortable doing.

#### D. Arrival of the Fire Department:

- Fire Department personnel shall assume ALL fire-fighting responsibilities upon their arrival.

- The designated point of contact shall provide as much information as possible or as requested by Fire Department Officials.

**Remember:**

- Do not panic.
- Remain calm.
- The safety of our employees and clients is our priority.
- Evacuate those nearest to the danger area first.
- Keep exit ways clear.



## Appendix B Crisis Management

In the event of a crisis affecting the entire organization, CFC shall communicate openly and honestly internally with staff and externally. CFC shall issue statements and release information in a timely manner to ensure accurate information is quickly disseminated. CFC is aware of its responsibility to staff, the public and the media that have a legitimate interest, especially in any emergency that may occur. **Only the President or designee may speak or release information on behalf of CFC to the public and media.**

The objective is to regulate the flow of information and to make sure the appropriate message is communicated. The instructions below are specifically for the President and the Crisis Management Team.

### I. To Be Prepared for a Crisis

If a crisis is not strictly a “scandal” and involves an event such as an explosion, a shooting, a fire, or a pandemic situation, CFC’s Crisis Management (CM) Team must convene. The CM Team members will also be members of the Crisis Communication (CC) team. The CM Team will initiate the convening of the CC Team. The CM Team handles the crisis itself, while the CC Team coordinates the staff responses to the crisis and communicating internally while the President communicates with donors and the media as necessary.

### II. Crisis Management Team

At the onset of a given crisis, CFC’s CM Team must convene. At the first meeting the CM Team will decide the complete make-up of the CC Team and schedule the first CC Team meeting. The CM Team handles the crisis itself, including the appropriate response to it (i.e., working with fire department, disaster relief organizations, State agencies, etc.), overseeing the proper care and security of staff, and determining what actions need to be taken to secure or make the workplace safe at each CFC facility.

The CM Team is composed of key organizational leaders with the knowledge and/or expertise in particular areas. The CM Team will: 1) designate a Chair for the team and 2) designate either a member of the team or a staff member to take minutes for both the CM and CC team meetings. The CM Team will decide to meet as often as it deems necessary.

The CM Team members may vary, depending upon the crisis, but the core CM Team will typically include the Senior Leadership Team and Staff Care representative:

The CM Team may invite counsel from other leaders or experts such as:

- Legal counsel
- Outside media communications specialists
- Law enforcement personnel
- Fire department personnel
- Grief therapists
- Board members
- Program directors
- Disaster relief organization personnel, etc.

### **III. Crisis Communication Team**

Internal and external crisis communication issues can affect the entire organization. Therefore, it is important to set up a cross-divisional team to lead organizational response internally to staff and externally to the public, such as the media (as necessary). Only the President or designee may speak or release information on behalf of CFC to the public and media.

The core CC Team Members will include the same members of the CM Team plus other ancillary members whom the CM Team deems to be appropriate for the crisis.

The CC Team may include some of the following individuals on an ad hoc basis:

- Program directors
- Legal counsel
- Staff expert on the issue at hand (public relations writing, specific service, finance, etc.)
- Board member
- Others, as necessary

### **IV. Responding to a Crisis**

Checklist:

- IT will be directed to create a SharePoint site for storage and maintenance of all crisis documents.
- Assemble as the Crisis Communications Team at the direction of the CM Team.
- Gather facts.

- Strategize.
- Prepare responses for all audiences.
- Inform others as needed (internal and external).
- Prepare for media.
- Interact with on-site media.

A. Assemble as the Crisis Communications Team

- Core members determine the nature of the crisis
- Inform ancillary members.
- Review Crisis Communication Do's and Don'ts.
- Designate spokesperson(s).
- Ensure all communications are approved by the CM Team.
- Ensure that all media calls are passed to the office of the President.

B. Gather Facts

Collect all information on the crisis. Throughout the crisis, this information should continuously be collected and given to the Crisis Communication Team.

- Go to the scene (if applicable).
- Listen to TV and radio.
- Monitor social media.
- Access pertinent, informative and/or authoritative websites.
- Call police, government, hospitals (when applicable).

Fact-gathering checklist

- What happened.
- When, where and how did the incident occur.
  - For physical crises (e.g., fires, explosions, robbery, shooting, loss of life, etc.)
- Any injuries or fatalities (do not release names).
- Ensure all others are safe from physical harm.
- Public health or environmental risk.

- Verify if authorities are on scene or required.
- Record any facility or property damage.

For scandals:

- Who is involved?
- Are there injured parties?
- What does this mean for the organization?
- Short-term ramifications
- Long-term ramifications
- Identify and gather existing policies, fact sheets, historical documents, financial information, board minutes, and other facts that relate to the issues. Include relevant information from other organizations or the media that will lend perspective.
- Make decisions about how far our organization will go in distributing materials that may be requested beyond the legal requirements of disclosure.
- Identify potential “story angles” and the areas in which the organization might be vulnerable to misunderstanding or negative charges.

### C. Strategize

To help the CM Team prepare for the press, focus on the following decision priorities:

- What is/was the event which caused the crisis?
- Is the event that caused the problem continuing or concluded?
- If ongoing, what can we do to stop it?
- Is/was the event within the organization’s control?
- Who from the outside must be brought in to help us recover?
- What actions must be taken to recover?
- What resources do we need to recover?
- What must we do for the “victims” of the crisis, if any? (expressing compassion – with words and actions – is paramount)
- What action is required to protect staff and the public from the perpetrator?

- What are the costs or ramifications? Are they relevant?
  - Develop a complete “what if” scenario for each potential story angle.
    - Anticipate and rehearse tough questions and approved responses.
    - Determine who is affected.
    - Gather support materials.
    - Compile key points for media interviews.
  - Identify a media list of reports that might cover this story Search for any relevant situations that are similar.

## V. Strategy Development

### A. Identify priority audiences and tactics to reach each audience:

- Staff, all levels.
- Board members.
- Donors and agency partners.
- Church leaders.
- State/local officials.
- State contract partners.
- Media.
- Neighbors.
- Foster/adoptive, TFC and preschool families – if applicable.
- Volunteers.
- Other clients – if applicable.

### B. Use the best tactic(s) at your disposal:

- New Releases
- Question and answer sheets
- Board minutes
- Speeches
- Newsletters
- Website releases
- Fact sheets
- Audits
- Original documents
- Meetings
- Advertising
- Press conferences

- Phone interviews
- Face-to-face interviews
- Written questions
- Social media

C. Prepare responses for all audiences.

1. Develop and document exact written message to be communicated to each audience, including the media.
2. Set up a Crisis Communication Center (if applicable) near to where the CM team is set up.
  - Specify a protocol for quick approval of all communications and for decision-making on media interviews. To ensure accuracy and consistency, one team member shall be assigned to review every piece of information before it leaves the Crisis Communications Center.
  - Determine how information shall be disseminated:
    - E-mail
    - Phone (Calls or Texts)
    - Mail
    - Social media
    - Website
  - Put all information generated and needed in one place (designated SharePoint Risk Management repository) and provide to appropriate members of the CM and CC Teams. Information included such as:
    - Spokesperson, schedules, and phone list.
    - CM and CC Team meeting minutes.
    - List of all program clients and volunteers, if appropriate.
    - Major points to make in each interview.
    - Information and media materials on actual program sites (videotapes, stories, photos).
    - Media statements.
    - Chronology.
    - Fact Sheets.
    - Q and A guidelines.
  - Schedule meetings of team leaders as often as necessary.

- Review training for spokesperson.
- Conduct final briefing and rehearsal for spokesperson.

D. Inform others as needed (internal and external)

- Contact appropriate senior management.
- Notify appropriate governmental and legal authorities.
- Inform appropriate Board members.
- Organize information updates for internal audiences.
- Inform church officials, if appropriate.
- Determine who should inform victims or next of kin – if needed.
- Inform immediate neighbors affected by the incident.
- Post crisis communications emailed to all staff on the organization's intranet.
- Inform all staff – especially Welcome Center staff – on how to expedite calls or visits the organization may get from the news media.
- Inform all Foster/Adoptive, TFC and Preschool families, Mentors and STRONG Families, if appropriate.
- Plan who should handle public relations calls and letters, which will likely follow media coverage.

E. Prepare for Media

- Brief media spokesperson (unless otherwise designated this is the responsibility of the President).
- If the person in charge is not spokesperson, arrange for him/her to be available for interviews.
- Discuss media inquiry coordination with civil authorities involved, if necessary.
- Anticipate media questions, review media interaction guidelines.
- Assemble necessary background literature.
- For incoming media calls, keep a call log.

F. Interact with on-site media.

- Issue any safety equipment, if necessary, and escort to the media room.



- Inform reporters of any restrictions on movement or photographs.
- Advise them of the time and place for future updates.
- Follow up on additional media inquiries.
- Keep a detailed log or diary of media inquiries and what information is released.
- Log each media call:
  - Date/Time
  - Outlet
  - Reporter
  - Phone Number
  - Address
  - Deadline
  - Story angles/topics

#### **VI. Media Points**

- All releases and communication with the media are the responsibility of the President or designee. It is of utmost importance to speak with one voice.
- Keep the media informed as directed appropriate and as advised by legal counsel.

Continually evaluate the Response Plan and adjust as necessary. Follow up communications with key audiences, as warranted.

## Crisis Communications Responsibilities

Task	Person(s) Responsible
Notify Crisis Management Team	Whomever is first aware of crisis
Notify senior staff/other employees, as necessary	President/ Vice President of Social Services / Vice President of Community and Human Flourishing/Vice President of Finance/ Staff Care Manager/ Vice President of Operational Excellence
Notify all associated caregivers, if appropriate	Program Directors
Write/prepare statements	President or Designee
Write/prepare collateral material	President or Designee
Media Relations	President or Designee
Notify Board members	President
Set up Crisis Communication Center	Crisis Communication Team
Rehearse spokesperson for questions	President or Designee

## Appendix C Pandemic Performance Plan

*www.HHS.gov – United States Department of Health Services*

It is likely that a pandemic of influenza or other infectious or contagious disease will occur sometime in the future. To lessen the impact of a pandemic on our staff and our ability to provide services, CFC has created this Pandemic Performance Plan, as part of our Risk Management Program Guide, to promote an effective response throughout the pandemic. Under a declared public health emergency (A.R.S. 36-787), the Arizona Department of Health Services (ADHS) becomes the primary coordinating agency in the state for all public health activities. CFC will endeavor to support ADHS in its mission.

### I. Pandemic Team

CFC's Pandemic Team is the Crisis Management (CM) Team because a pandemic is a crisis. See section "II." of Appendix B, Crisis Management above for the list of team members. This team will be responsible for development, review, and implementation of CFC's Pandemic Plan and review of all Agency / Network Provider plans.

At the onset of a Pandemic, CFC's CM Team must convene. At the first meeting the CM Team will decide the complete make-up of the CC Team and schedule the first CC Team meeting. The CM Team handles the Pandemic crisis itself, including the appropriate response to it (i.e., working with fire department, disaster relief organizations, state agencies, etc.), overseeing the proper care and security of staff and clients, and determining what actions need to be taken to secure or make the workplace safe at each CFC facility.

### II. Ensuring the Availability of Service

#### A. Facilities

If the Center for Disease Control (CDC) (Federal), the Arizona Department of Health Services (AZDHS) (State), and/or local governments declare a pandemic to be imminent, CFC will follow the guidelines set forth by the agencies to ensure that a coordinated response is implemented.

At the direction of the CM Team (in coordination with the CC Team):

- The Facilities Team shall be responsible for ensuring that designated buildings are unlocked, and that authorized staff have access to necessary areas.
- The BI Team shall oversee issues concerning computers or telephones owned or operated by CFC in a Pandemic situation.

- Referral calls shall be answered by the Welcome Center and forwarded to the appropriate CM Team member or other appropriate staff.
- Pandemic safety protocols, per CDC and/or AZDHS guidelines, will be communicated to all staff. Protocols would include but would not be limited to:
  - Placing disinfectant wipes, sprays and/or hand gel/soap at each facility in reception/common areas and restrooms, out of the reach of children, for the duration of the Pandemic,
  - Placing protocol signage in the common areas and restrooms at each facility,
  - Providing mask wearing, hand washing and other guidelines for health and safety at each facility.

If there is no or limited access to the CFC facilities, the management team will be directed to have all staff utilize remote computer and phone access to continue operations. Arrangements for client interactions will be made by utilizing other technologies per the guidelines of state and local officials.

## B. Personnel

At the direction of the CM Team:

- Department leaders shall notify Staff Care of their own availability to work and the work/availability status of their staff daily. Leaders shall maintain up-to-date staff contact lists of all employees in their area of responsibility to be used as needed to arrange coverage for the provision of services.
- A list of Pandemic essential and Pandemic critical staff shall be developed by department leaders at the onset of the crisis. Staff members whose workload has diminished may be placed on leave or may have their work schedule reduced. For those non-essential staff members whose job function should be suspended, sick, vacation and administrative leave may be available to ensure continuation of financial compensation whenever possible.
- The CM Team (via the CC Team) shall inform staff on the symptoms and signs of the infectious disease associated with the Pandemic. At the discretion of their supervisor, employees exposed to infectious disease may work from home, dependent on but not limited to work

capability, employment status, and access to internet services or may be placed on leave.

- Staff will be advised to screen service recipients and guests to the office for influenza-like illness by phone or before coming into the facility or going to the home and rescheduling appointments for those whose care is non-emergency.

### C. Services

At the direction of the CM Team, all group gatherings, meetings, etc., may be suspended or limited until the Pandemic is declared to have ended by State and local officials or when the Arizona Department of Health Services declares it safe to hold group gatherings or meetings. Alternatives to group training sessions shall be developed.

The appropriate Vice President or designee shall serve as the liaison with the AZ Department of Economic Security, AZ Department of Child Safety, Mercy Maricopa/Maricopa RBHA, ADHS and the Maricopa County Health Department. Also, the Vice President serves as liaison for Pima and Yavapai Counties Health Departments as well. Culturally sensitive and linguistically appropriate updates regarding pandemic information and materials will be made available.

The Vice President of Community and Human Flourishing or designee and his/her staff shall coordinate care with each service recipient's Qualified Service Provider, Direct Service Provider or Specialty Service Provider to assist service recipients to make appointments for assessments, therapy, support services, child and family team meetings, court hearings, medication appointments or pick-up, and other clinically necessary services.

Contact information for medical issues, behavioral health issues, and Employee Assistance Programs shall be readily available and frequently circulated. A centralized CFC information "hotline" shall be identified if deemed necessary by the CM Team.

CFC shall endeavor to support ADHS/DBHS in the following ADHS/DBHA operational support functions during a Pandemic:

- Maintaining surveillance of behavioral health needs and efforts undertaken to adjust behavioral health service provision to meet the workforce's demand.
- Sharing of information and available tools and systems.

- Encouraging the use of tools and techniques for supporting staff and their families during times of crisis.

Because staff might be called upon to fill in for sick colleagues and perform unfamiliar tasks, CFC shall provide written instructions for the completion of essential tasks.

All staff must review this document and complete the Risk Management Guide Test to ensure their review of the document. The test results shall become part of the employee's and intern's permanent record.



## Appendix D Business Continuity Plan

The Crisis Management (CM) Team (Appendix B) is responsible for implementing the Continuity of Operations Plan should the CM Team find it necessary based on the potential impact of the crisis after their fact gathering and subsequent strategy to mitigate the impact of the crisis.

The CM Team will need to consider such essential areas but not limited to:

### I. Hazard assessment

The nature of the hazard resulting from the crisis will be assessed by the Vice President of Operational Excellence or his designee. The resulting assessment will be reported back to the CM Team.

### II. Identification of essential personnel

Unless otherwise determined, every employee at the manager level and above are considered essential employees during a time of crisis.

The Staff Care Manager is responsible for working with every leader (manager level and above) to determine which personnel are considered essential within their areas depending on the name of the crisis.

### III. Identification of critical resources needed

The Vice President of Operational Excellence or designee is responsible to identify all critical resources needed.

Given that other than our human resources our greatest needs are IT and supporting systems. Our IT platform is protected by Managed Service Provider (MSP) (see IT System - Business Continuity / Disaster Recovery below).

If employees working remotely are unable to access their computers/laptops the Vice President of Operational Excellence in concert with the Vice President of Finance will appropriate the necessary hardware to enable these employees to perform their job function.

If the crisis impacts the ability of Family Care KIDS to operate a determination will be made by the Vice President of Finance, the Director of Family Care KIDS and the President whether to cease operations temporarily, relocate the preschool or discontinue operations.

### IV. Management of human resources

The Staff Care Manager or designee will be responsible to coordinating all staff and associated remote work requirements.

## **Protection of Vital Records**

The CM Team will be responsible for recommending how best to secure any vital records at risk due to the crisis as well as be responsible for ensuring the safekeeping of said record.

### **I. Identification of essential operations**

The Vice President of Operational Excellence will meet with each program and function impacted by the crisis to determine what essential functions were compromised by the crisis.

The Vice President of Operational Excellence is responsible to secure any necessary additional resources to enable the essential functions to continue operating. Essential operations may include but are not limited to client services, employee payroll, accounts receivable, accounts payable as well as any IT related systems and hardware.

### **II. IT System - Business Continuity / Disaster Recovery**

Christian Family Care utilizes a 256bit AES encrypted local backup platform with a Managed Disaster Recovery Backup and Continuity Solution layer from our MSP. This ensures our critical information is secure, backed up, and accessible whenever we need it – even during a network failure or a disaster – so we never have to worry about data loss. Data is encrypted to their offsite Datacenter using 256-AES encryption protocols.

Services Provided: (a) Cloud Connect Replication Storage will be provided. (b) Day to day data restoration of files, file folders, emails, or email stores (if email server is on-site), SQL databases, and SharePoint. (c) Full data recovery with the most recent information stored via Cloud Connect, in the event of total catastrophe where the on-site server and Client NAS are lost. (d) Full management, monitoring, and testing of the Cloud Backup Solution and secure Cloud Connect storage.

Security: All data is fully encrypted during transmission to Cloud Connect. (a) Each file is encrypted using 256-bit AES and SSL key-based encryption technology. 256-bit AES encrypted data cannot be read without the corresponding keys, so encrypted data cannot be misused. (b) The on-site BDR appliance communicates with alternate client site remote servers using SSL (Secure Socket Layers) technology. It is always encrypted using the 256-bit AES encryption. Cloud based transmission is done using secure SSL (Secure Socket Layers) technology. It is always encrypted using the 256-bit AES encryption.

Plan to resume normal operations.

The CM Team is responsible for developing a comprehensive plan to resume normal operations. The plan should be commensurate with the need.

The Vice President of Operational Excellence is the primary contact with the relevant insurance providers that may be financially responsible for the areas impacted.

The CM Team is responsible for overseeing the plan to resume normal operations and will be disbanded once normal operations have resumed.

#### References

AG-12 – Review of Critical Incidents

AG-24 – Incident Reports (Administrative, Programs, & Preschool)

Policy 1.14 – Health, Safety, and Welfare

Policy 3.11 – Confidentiality

# Appendix E Driver Risk Matrix

## Driver Selection

### Driver Risk Matrix

The following chart serves as a guideline for evaluating an employee’s motor vehicle record (MVR). An employee with an MVR grade of “poor” may not be insurable by your insurance carrier. If driving is a required part of an employee’s position, the inability to be insured could jeopardize employment. Note that any major violation will result in a “Poor” score.

Minor Violations	Number of at-fault accidents			
	0	1	2	3
0	Clear	Acceptable	Borderline	Poor
1	Acceptable	Acceptable	Borderline	Poor
2	Acceptable	Borderline	Poor	Poor
3	Borderline	Poor	Poor	Poor
4	Poor	Poor	Poor	Poor
<b>Any major violation</b>	Poor	Poor	Poor	Poor

Minor Violation	Major Violations
All moving violations not listed as a major violation.	<ul style="list-style-type: none"> <li>▪ Driving under influence of alcohol/drugs</li> <li>▪ Failure to stop/report an accident</li> <li>▪ Reckless driving/speeding contest</li> <li>▪ Driving while impaired</li> <li>▪ Making a false accident report</li> <li>▪ Homicide, manslaughter or assault arising out of the use of a vehicle</li> <li>▪ Driving while license is suspended/revoked</li> <li>▪ Careless driving</li> <li>▪ Attempting to elude a police officer</li> </ul>

AZ minimum Auto Financial Responsibility law requires:

- \$25,000 Bodily Injury Liability for One person
- \$50,000 Bodily Injury Liability for Two or More persons
- \$15,000 Property Damage Liability

Driver Risk Matrix provided by Lovitt & Touche’, CFC’s insurance broker.