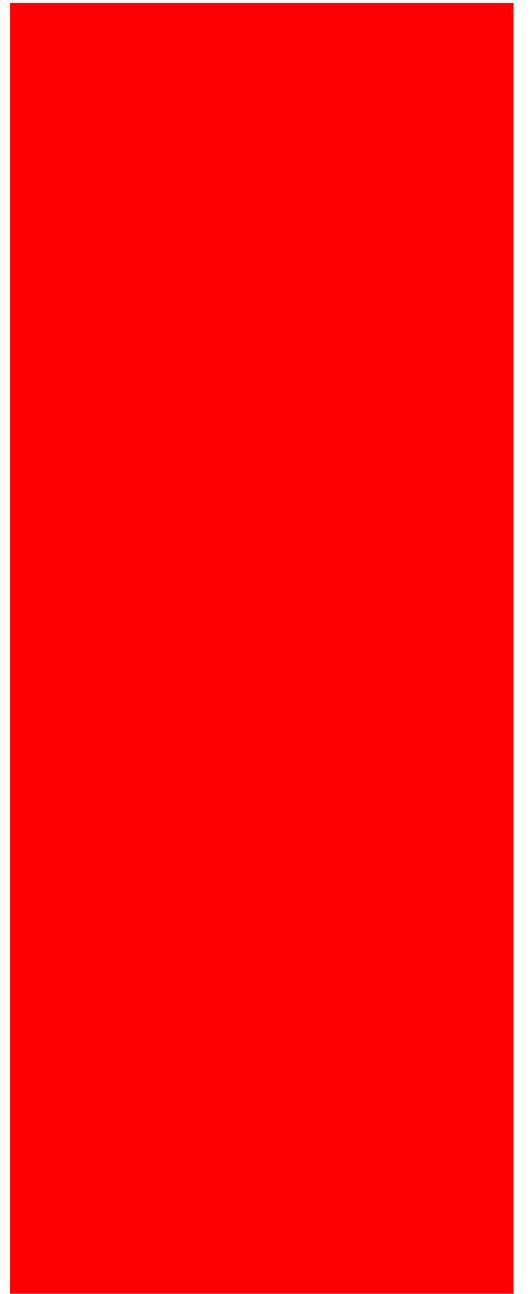


104 SECTION M –
EMERGENCY
MANAGEMENT PLAN

105 M.1





Section M: Emergency Management Plan (Section §2 of RFP)

M.1 Describe your emergency response continuity of operations plan. Attach a copy of your plan or, at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness and natural disaster recovery:

- **Employee training;**
- **Identified essential business functions and key employees within your organization necessary to carry them out;**
- **Contingency plans for covering essential business functions in the event key employees are incapacitated or the primary workplace is unavailable;**
- **Communication with staff and suppliers when normal systems are unavailable;**
- **Specifically address your plans to ensure continuity of services to providers and members; and**
- **How your plan will be tested.**

Emergency Response Continuity of Operations Plan

In the event of a business disruption, pandemic or natural disaster, Aetna Better Health, Inc.'s (Aetna Better Health's) primary objective is to see that the safety of human life and the rapid resumption of mission critical, healthcare service delivery functions for our members, providers and to guide management and technical personnel in our corporate data center location as well as in each of our Medicaid State operations (Contingency Plan (CP) that includes a Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP); hereinafter referred to as the Contingency Plan). To achieve this objective, we have developed a comprehensive approach to prepare for possible disruptions to critical business operations. The purpose of Aetna Better Health's Contingency Plan is to see that protective actions are quickly implemented for the occupants of the buildings affected and to see that activities such as damage mitigation, salvage, communications, and decision-making are initiated. The Contingency Plan directs the affected site and home office response¹, and coordinates all other activities.

The purpose of Aetna Better Health's Contingency Plan is to see that impacted critical business areas receive the highest priority for recovering their function within established recovery time objectives. The Contingency Plans contain team rosters, contact numbers, recovery strategies as well as alternate site resource requirements. They direct each business continuity team in the recovery of their most critical business processes.

The purpose of the Contingency Plan is to see that all critical IT infrastructure, systems, data, and networks are recovered commensurate with the objectives of the Contingency Plan. Aetna Better Health also maintains other plans which support the Business Continuity Program and are designed to see that appropriate security measures are taken in response to specific threats, see that communications are clear and consistent, and see that any environmental or safety concerns that emerge are addressed.

¹ For purposes of this proposal, Aetna Better Health has two home offices. The first is Phoenix, Arizona for all Aetna Medicaid operations. The second is Hartford, Connecticut, the center of all Aetna Inc., operations.



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In the event of a major business disruption, pandemic or natural disaster, the Contingency Plan plans provide Aetna Better Health with the planning and capability to make all mission-critical information systems available for limited use within hours and provide full system capability within 72 hours. The objectives of Aetna Better Health's Contingency Plan plans are as follows:

- 1) Provide internal contact information to alert key personnel at the time of disaster.
- 2) Define the roles & responsibilities within the department that would be required to carry out the Contingency Plan plans.
- 3) Identify the equipment, procedures, and the personnel expertise that would be required to carry out the Contingency Plan plans.
- 4) Provide information concerning outside vendors that will be required to carry out the Contingency Plan plans (as applicable).
- 5) Coordinate the resumption of mission-critical activities during or shortly after the interruption.
- 6) Identify the restoration procedures to restore the service back to the primary site, creating and/or obtaining database backups, or other specific tasks to be performed by the IT operational areas.
- 7) Identify the process for maintaining the Contingency Plan plans.
- 8) Activate necessary sub-plans (including disaster recovery, crisis management, and business continuity)
- 9) Initiate and maintain internal/external communication flows, e.g. emergency routing of telephone service to or from Aetna Better Health affiliate plans
- 10) Coordinate emergency services and products from contractors or community resources, as applicable

Aetna Better Health's Board has ultimate responsibility for ensuring the organization has a program for continual assessment and testing for disaster preparedness and recovery within the organization and among its subcontractors. The Board has delegated the responsibility for the preparation of annual Contingency Plan plans to the Aetna Better Health Chief Operating Officer. The Contingency Plan collectively address the business continuity, pandemic preparedness and disaster recovery planning functions necessary to maintain our members' accessibility to health services in times of business disruption, pandemic, natural disaster or other emergency. A regular and thorough review of our disaster program is key to disaster preparedness and recovery function. Each year we will provide for the continued maintenance and update of the Contingency Plan through the capture of actual experience and/or periodic mock drills. Annually, and subsequent to any respective Contingency Plan activation, Aetna Better Health executive management will conduct an assessment of the written disaster plan. The results of these assessments will be reported through the Business Continuity Planning and Recovery Coordinator to the Chief Operating Officer Aetna Better Health's Board. In the event revisions to the Contingency Plan are deemed necessary, Aetna Better Health will submit proposed edits to Louisiana's Department of Health and Hospitals (DHH) for approval no less than 30 days prior to implementation of necessary changes.



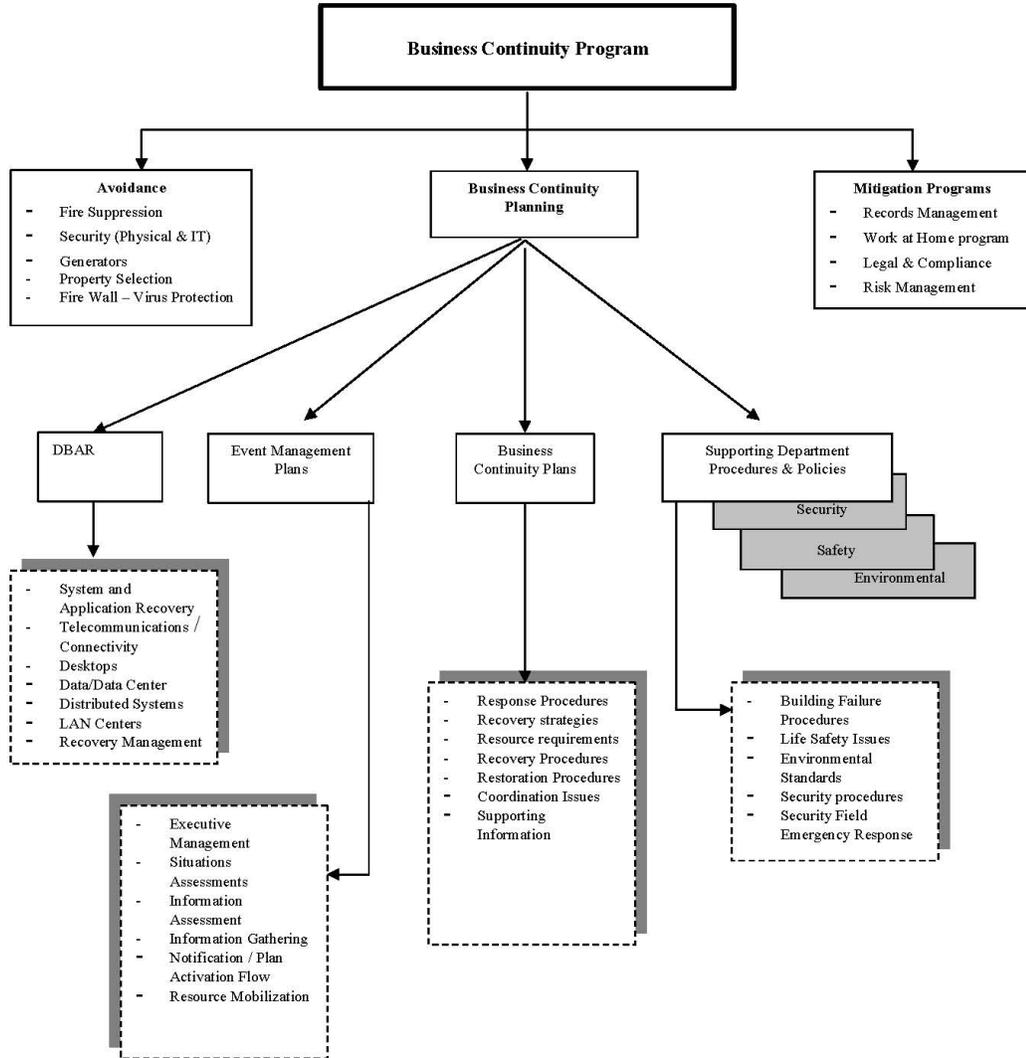
Part Two: Technical Proposal**Section M: Emergency Management Plan**

The document attached as Appendix W, summarizes Aetna Better Health's Business Continuity Program, established to minimize the impact to crucial business processes, respond to disruptive situations in an appropriate fashion, and provide direction in restoring the critical business activities back to normal operation as soon as possible. Additionally, an illustration of Aetna Better Health's overall approach in avoiding, mitigating or responding to all events that can adversely affect Aetna Better Health's Business Operations is depicted in the figure on the following page.



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Figure 2.0
 Aetna's Event Avoidance, Mitigation and Response Strategy





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Response Strategy Overview

The outline below briefly describes Aetna Better Health's overall response strategy, noting that the full spectrum of activities may include alternate office processing, work-arounds, extended work-hours, relocation of personnel to remote offices (or "hot" sites), as well as possible use of third party recovery service providers, depending on the emergency, pandemic or natural disaster impacting geographical service areas and corporate/workplace sites.

The general response strategy for every Contingency Plan will include the following:

- The Contingency Plan team members will meet as soon as feasible at their pre-designated command centers, as identified by their site's Contingency Plan specific plans, to assess the situation, i.e., the need to enact business continuity procedures and/or engage in disaster recovery efforts, as applicable. Note: Each service site has its own Contingency Plan, specific to the on-site operations. The purpose of the meeting is to assess disaster/damage incidents and deploy staffing to a pre-determined remote location (as required and depending on the scenario).

During a crisis and on an ongoing basis, personnel refer to their local "Crisis Management Operational Checklist" to assist them in assessing the situation and acting accordingly. The Checklist addresses the following components:

1) Assess the situation:

- What happened?
- What do you know?
 - ◇ Are employees impacted?
 - ◇ If during business hours, should the building be evacuated?
 - ◇ If after business hours, is there access to the building?
 - ◇ Are systems available?
 - ◇ What is the extent of the damage?
- What do you need to find out?
 - ◇ Are employees impacted?
 - ◇ If during business hours, should the building be evacuated?
 - ◇ If after business hours, is there access to the building?
 - ◇ Are systems available?
 - ◇ What is the extent of the damage?
- Are additional resources required to assess the situation or that need to be involved/communicated to?

2) Provide safety for employees

- If appropriate: Evacuate following standard procedures
- Work with Security, local Facilities Management, Real Estate Services, Contingency Plan team members and Human Resources to facilitate initial communications with employees



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- Utilize mass communication procedures (i.e. scripted announcements) thru PA system/computer network broadcast or voice mail, if applicable.
- 3) Contact Corporate Security
- Inform them of the situation and who is in charge
 - The person in charge can expect to receive a call from the Chief Operating Officer who will help assess the situation and coordinate resources
 - Site Lead or designee will contact Corporate Security, Executive Sponsor and Segment Coordinator for all business disruptions including pandemics, natural disasters, false alarms or fire drills.
 - Please state whether an “Aetna Better Health 57 message” is required. This Aetna Better Health message is an office closure alert.
 - Decision to close or delay opening must be made and communicated to Corporate Security by 6 am local time.
- 4) Gather your Contingency Plan Team
- If during business hours, meet at onsite command post. A site map of Aetna Better Health’s Louisiana office would be included.
 - If after business hours, call the telephone number specific for employees in our Louisiana office
 - If after business hours, contact team members to dial into a “meet me” telephone number at a pre-designated time
 - If shelter in place is required such as for a tornado warning, alert employees to go to severe weather assembly areas and proceed to your internal command post. Information relative to the command post would be included.
 - Once appropriate to do so, proceed to the offsite command center location. Information relative to the offsite command center would be included.
 - Additional alternate command center locations would be indicated. Driving directions to each alternate command center location(s) would be made available.
- 5) Contact local officials, organizations and Property Manager as needed for resources and assistance (e.g., poison control, utilities, mutual aid neighbors, etc.). Specific contact information would be included.
- Work with local authorities to have authorized employees gain access thru building checkpoints, i.e. telecomm room.
- 6) Have Facilities, Real Estate Department, Local Management assess and report the damage to local authorities, Property Manager and the Corporate Crisis Emergency Response Team (CERT) in Hartford, CT. A Damage Assessment Checklist would be included.
- 7) Assess where employees should go
- Should they wait for building to be available?
 - Should they be sent home?



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- Do they require transportation or additional assistance?
- 8) Gather additional information and procedures to help your team, as required.
 - Precursory step should be to establish access to alternate command center site; if an Aetna Better Health location, for all Contingency Plan team members.
- 9) Contingency Plan for the recovery of business operations
 - Contact BCP Coordinators for this location and communicate all requirements to executive management, e.g., team leaders and Operating Division Managers
 - Work with appropriate Site Management, Segment Management, Office of Business Continuity, CERT and communicate action plan to employees
- 10) Site Lead or designee will communicate the on-going situation to all employees
 - To activate the office closing message, contact Corporate Security.
 - Work with site Contingency Plan team members and CERT to establish a communication's action plan
- 11) Coordinate the movement of employees to recovery site(s) (if necessary)
 - Collect resource needs and communicate Contingency Plan team members. A list of resource requirements is included
 - While at recovery location, see that needs are being met
 - Coordinate with external and internal groups to gather resources as needed
- 12) Coordinate the movement of employees back to the original or new permanent location
 - Work with executive management, Contingency Plan team members CERT, IT and HR to coordinate the move back Communicate move and expectations with all personnel
 - See that all items have been removed from the temporary location
 - The Contingency Plan team will maintain 2-way communications with their site's Contingency Plan team, their personnel, their management, their business partners and customers. Contingency Plan Coordinators are designated by Aetna Better Health and will provide the following crisis management support:
 - ◇ Perform all appropriate notifications to Contingency Plan team members, as applicable.
 - ◇ Direct the activities of the mission critical functions involved in work flow.
 - ◇ Communicate status updates to all appropriate business partners and Contingency Plan team members, and executive management as necessary.
 - ◇ Coordinate their business unit activities with interdependent teams and across the enterprise during execution of the Contingency Plan, as applicable.
 - Command centers are designated by each Contingency Plan and where a command center meeting is arranged, same must be attended by all parties in the Contingency Plan team. Command center locations are contained within each site's Contingency Plan and a copy is provided to the Contingency Plan team members. These documents all address telework personnel and their support sites. Incidents occurring during business hours



require personnel to meet at pre-designated onsite or off-site command centers. For those events occurring after business hours, where phone service is unaffected, a virtual command center with conferencing capabilities is utilized.

- Mission critical functions, engagement of crisis event response team, key personnel responsibilities, and notifications to internal and external stakeholders Contingency Plan, including other Contingency Plan activities are outlined with specificity in the sections that follow.

Aetna Better Health's Contingency Plan assumes that in disaster, emergency or pandemic scenarios that all members of the respective Contingency Plan teams are available to respond to the emergency. Additionally, the following assumptions/requirements are outlined:

- All Contingency Plan team members and Operating Division Managers, Team and Call Leaders must have a copy of the Contingency Plan at home, in their cars, and around your office/desk.
- Contingency Plan team members and Team and Call Leaders have access to mobile phones or 2 way radios during normal business hours
- Other sites are available to handle the additional phone capacity
- Member Services personnel and other support personnel at the other sites will have the knowledge and systems clearances to process the work received from alternate sites during a crisis or emergency event.
- The site evacuation plan has been formalized.
- Toll free numbers have proper telephony in place to support routing of calls to other sites.
- Toll free numbers will be handled effectively and within Aetna Better Health's performance guarantees at the supporting sites/regions, including performance guarantees as established by DHH.

Employee Contingency Plan Training

Aetna Better Health requires that all new personnel have appropriate education and experience to fulfill their functions and thoroughly screens the background of each candidate prior to hiring. Our Learning and Performance (L&P) Department Manager has responsibility for the development, implementation, and management of our company-wide training program. L&P Department personnel dedicate 100 percent of their resources and time so that employees receive appropriate orientation, education, and training to succeed in their positions.

The L&P Department employs user friendly, comprehensive orientation, initial and ongoing training curricula to meet the different learning styles of our employees. Our curricula are developed using the Analysis, Design, and Development, Implementation, and Evaluation (ADDIE) model of instructional design and are readily available to employees via the Aetna Better Health intranet. Curricula are maintained by the L&P Department and are updated and republished biannually using interim training memorandums.

Trainings are conducted through instructor led classroom sessions, online courses and on the job training, supported by online assessments, which are evaluated daily, using a criteria checklist to determine knowledge retention and/or the need for further training. Training course attendance



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is captured and monitored through our learning management system and reports for all courses are available on demand.

Orientation and Initial General Training

Orientation and initial training through our learning management system begin upon hire. This initial phase provides new employees with foundational information including, but not limited to: Aetna Better Health's organization and internal operations, an overview of products, e.g., Medicaid program and specific programs by geographical area, as applicable, policy and procedure manuals, Centers for Medicare and Medicaid Services requirements, cultural competency/health literacy, compliance and systems navigation, as well as contract, state, and federal requirements specific to individual job functions. This phase is essential to the comprehensive development of personnel in understanding their roles and responsibilities. A sample table of contents for initial training is provided on the next page.



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Position Specific Training

Upon successful completion of initial training and prior to having contact with members, providers, employees attend specific training on the performance of their individual duties. During this phase, new employees must demonstrate knowledge, retention, and understanding of the material covered in the initial training. All personnel having contact with members or providers receive initial and ongoing training regarding the appropriate identification and handling of quality of care/service concerns.

Business Continuity/Disaster Recovery Training

Following the completion of their position specific training, employees are required to attend and participate in business continuity/disaster recovery training specific training. During this phase, personnel must demonstrate knowledge, retention, and understanding of the material covered. A sample curriculum is provided on the next page.



Course Title: *Business Continuity and Recovery Plan (BCP)/Disaster Recovery Plan (DRP)*

Course Length: 2 hours

Prerequisites: none

Course Description: This course is required for all permanent and temporary staff upon hire annually thereafter. Arizona Department of Economic Security (ADES) and Arizona Health Care Cost Containment System (AHCCCS) are mandated to provide quality health care benefits to its members even during the loss or failure of the Contractors telephonic and computer systems. In the event of a loss of the use of the main Plan site the Contractor has designated "hot sites" that staff will be notified of. The BCP and DRP will provide detailed instructions to minimize the recovery time of all of these losses; to assure ADES and AHCCCS continue to provide quality health care to its members.

Course Objectives:

- Review the AHCCCS ACOM Chapter 104 Business Continuity and Recovery Plan policy
- Recognize causes and factors causing a business disruption
- Describe the process for electronic and telephone loss
- Locate the "hot site" locations in the event of the main Plan site loss
- Explain the method for reporting a business disruption
- Identify key personnel contacts for your department
- Outline resources needed for the BCP
- Outline resources needed for the DRP



Ongoing Training

Employees participate in ongoing training, which is mandatory for compliance, business continuity planning, quality of care issues and service concerns, cultural competencies/health literacy, reporting member/provider complaints and specific Medicaid program changes resulting in regulatory updates to our training curriculum. Additional ongoing training needs are determined by trends in business operations, the tracking, and trending of issues in specific areas, feedback from Managers, and new requirements/procedures/policies. Ongoing training includes, but is not limited to, instructor-led training sessions, online memo reviews, in-services, e-learning courses, and presentations.

Essential Business Functions and Key Employees

Aetna Better Health's Contingency Plan provides the response strategy underlying continuity of key business functions, including the responsibilities of key employees and other personnel in carrying out the Contingency Plan. Designated teams have been created for the assessment, recovery, restoration and communication during a disaster or temporary disruption. Once the business continuity team completes their assessment of the situation, the Crisis Event Response Team is engaged to carry out specific business continuity efforts.

Crisis Event Response Team

Aetna Better Health has established a Crisis Event Response Team (CERT) to assure leadership and decision-making during any potentially disruptive events.

The CERT's primary directives are to:

- Rapidly assess situations, events and infrastructure issues (internal and external);
- Appropriately respond to events to minimize disruption and enable rapid recovery of critical business functions;
- Provide timely communications to Aetna Better Health employees, critical third parties, customers and the public; and
- Appropriately monitor and adjust to ongoing events and implement effective action.

Aetna Better Health's CERT comprises of Managers and professional personnel from various areas of the company including field offices. The CERT has the responsibility, authority and sufficient breadth and depth of knowledge to effectively advise senior executives on appropriate courses of action. CERT members are chosen because they can effectively analyze available information; understand the potential impact of a disruption to Aetna Better Health, its infrastructure and its customers; and timely make problem-solving decisions. The CERT will gather at the pre-determined command center locations and begin their decision-making process after receiving notification of a potential threat.

Specifically, this team is responsible for:

- Ensuring the safety and welfare of employees;
- Activation of appropriate Field and Home Office Event Response personnel;
- Requesting assistance from local disaster authorities;
- Coordinating the activities of personnel during a disaster;
- Deciding when to enact or cease activation of the Contingency Plan;



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- Serving as the central source for data and information about the event;
- Making decisions about the Company's response;
- Coordinating communication responses to Customers, DHH, Members, Provider Networks, Employees, Critical Third Parties, media and the public;
- Coordinating and communicating with all appropriate jurisdictional regulatory entities such as Insurance Departments;
- Modifying member and plan sponsor policy as necessary for regional or national disasters;
- Assessing availability of personnel and possible transportation needs;
- Mobilizing support from all areas to assist in prompt recovery; and
- Initiating facility recovery and re-entry process.



Specific Roles and Responsibilities Key Employees

Regardless of the type and extent of a disruption, each functional area has developed its own procedures to continue the delivery of service until recovery has been attained. Each key employee, e.g., Chief Operating Officer, executive management, Operating Division Managers, and other leaders essential to mission critical processes, receive specific roles and responsibilities pertaining to the Contingency Plan as applicable. These are summarized below:

Chief Operating Officer

- Make sure resources are assigned to develop, maintain and test strategies critical to your mission, critical business processes and the Contingency Plan
- Whenever Contingency Plan are enacted, attend and Chair Contingency Plan meetings to provide direct oversight of executive management and department level decisions and resource utilization
- Hold regular briefings with executive management regarding departmental Contingency Plan mode of operations
- Whenever the Contingency Plan is enacted, request regular briefings and situation reports on status of department actions and issues
- See that a department level or site specific Contingency Plan is created for each functional unit and core business processes, including assignment of a department level coordinator who is trained on the specifics of the Contingency Plan and can provide for continuity of operations accordingly.

Business Continuity Planning and Recovery Coordinator

- Work with Operating Division Managers to see that resources are assigned to develop, maintain and test Contingency Plan and related strategies that support “Highly Critical” business processes
- Provide management decision support & communications to all Contingency Plan teams
- Become familiar with your assigned Contingency Plan
- Contingency Plan teams perform an annual review and sign off of all Contingency Plan elements
- Notify Contingency Plan Teams when the Contingency Plan moves to another site or is cancelled or when new Contingency Plan Coordinators are assigned
- Be fully aware of pandemic challenges and prepare yourselves and your families to minimize the impact of a pandemic and maximize your availability to perform your emergency role
- Commit to the governance structure that will be required to manage your area during a pandemic
- Confirm departmental pandemic and natural disaster recovery strategies are viable and ready to be executed to provide for business continuity
- Be fully aware of any interface changes in operating relationships required with internal partners as well as with 3rd party suppliers
- Redirect resources to bolster critical areas and reinforce any Aetna Better Health emergency, natural disaster or pandemic related policies and expectations



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- Provide oversight and communications on behalf of or directly to the Chief Operating Officer regarding all executive management decision support & communications with all Contingency Plan teams
- Coordinate the activities needed to maintain and improve each segment or department's Contingency Plan
- Report and identify any potential change of status regarding the Contingency Plan to the Chief Operating Officer and immediately of the change and effective date
- See that department level Contingency Plan is reviewed by the Chief Operating Officer and up to date
- See that the department maintains Contingency Plan readiness by rolling out and testing their plans and recovery strategies

Team Leaders

- Respond to the initial occurrence of a disaster and enact your Contingency Plan and lead your Contingency Plan teams in the event of business disruption due to a natural disaster, pandemic or other emergency
- See that your Contingency Plan team is notified and activated in accordance with Contingency Plan
- Notify and communicate your executive management team
- Implement short- and long-term strategies for recovering work processes in accordance with recovery time objectives
- Receive status and instructions from Contingency Plan executive management
- Report on Contingency Plan team status, barriers to success and resource needs to executive management and Operating Division Managers
- Consider and include interdependent business units within Aetna Better Health divisions and external relationships within Aetna Better Health and the Contingency Plan. Validate the Contingency Plan to better provide for its success
- See that all parties affected by Contingency Plan, within and outside of the process, are aware of the Contingency Plan and of the actions that will be taken in an emergency
- Update, maintain and test Contingency Plans in accordance with Aetna Better Health standards
- Regularly meet with Contingency Plan teams to review and roll out Contingency Plan and updates
- Be fully aware of pandemic challenges and prepare yourselves and your families to minimize the impact of a pandemic and maximize your availability to perform your emergency role
- Confirm readiness to execute the pandemic recovery strategies and policies outlined in this plan
- Communicate and roll out to team members the special pandemic expectations and provisions outlined in Contingency Plan
- Managing the post-disaster recovery period



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- Administer transition back to the pre-disaster environment
- Confirm preparedness and availability of the Contingency Plan team members to respond to the disaster, set recovery priorities
- Evaluating need for outside support (e.g. vendors, consultants etc.) and arranging for aid, as necessary

Call Leaders

- Calling team members within your calling group
- Assisting the Team Leader as needed to organize the recovery team
- Following procedures for response, recovery and restoration as required by the Contingency Plan
- Be fully aware of pandemic challenges and prepare yourselves and your families to minimize the impact of a pandemic and maximize your availability to perform your emergency role.

Team Members/all other personnel

- Following directions from Team Leader, Call Leaders, Business Continuity Planning and Recovery Coordinator, Executive Management and the COO
- Assisting Team and Call Leaders, and other executive management to meet response, recovery and restoration objectives by following the Contingency Plan procedures
- Be fully aware of pandemic challenges and prepare yourselves and your families to minimize the impact of a pandemic and maximize your availability to perform your emergency role.

Information Systems Key Personnel

Function	Brief Description
Director, Information Systems	Provides oversight to disaster recovery procedures and supervises individual IT groups as they execute their disaster recovery desktops. Also responsible for coordination across the IT departments, answering questions as they arise, communicating progress to the CIO, and procuring additional equipment as needed.
Recovery Effort Coordinator	Responsible for assisting in oversight of disaster recovery procedures as the disaster recovery plan is executed. Also responsible for coordinating and resolving issues and questions, monitoring and tracking task checklists, and providing status updates to the management team.
Telecommunications	Responsible for routing all necessary call center phone numbers, fax numbers, and external partners voice capabilities as needed. The Telecommunications group is responsible for ensuring that member and provider calls are routed appropriately to allow for timely call response and call tracking.
Technical Services	The Technical Services group is responsible for ensuring that necessary workstations are built and deployed using the standard Medicaid Business Unit configuration. They are also responsible for other technical infrastructure related tasks including; pointing applications to new locations, assisting with printer and fax issues, and other end-user technical issues.



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Function	Brief Description
Network Engineering	This group is responsible for ensuring that LAN and WAN capabilities are available and other technical infrastructure related tasks including; Internet access, restoring the Exchange servers for e-mail, file transfers, any end-user connectivity issues, and configuring servers procured for long-term disaster recovery support.
Database Administration	This group is responsible for making sure that all application databases are fully restored and are ready for end user use. They are also responsible for monitoring the restored databases to confirm proper performance and use, ensuring offsite media arrangements are complete, maintaining daily log shipping to the Contingency Plan Hot Site servers, and that proper data retention policies are defined and followed.
Operations	This group is responsible for ensuring that regularly scheduled batch jobs are properly executed once the applications have been restored. This includes batch activities such as mass claim adjudication and creating the membership card files. This group is also responsible for maintaining the Contingency Plan Hot Site bin contents ensuring the contents are current and the bin is secured.
Application Management	This group is responsible for ensuring that the applications have been successfully restored by the Information Systems team. This includes ensuring that the applications are functioning (may require reinstalling application software), the databases are successfully restored to the appropriate date, and performing final validation on features and functions before releasing the applications for business use. This group will also be responsible for answering application-related questions once the applications are released to the business users.

Essential Functions and Core Systems

Aetna Better Health, together with its affiliates, maintain a detailed business continuity program with over 300 site specific plans to address its critical business work group operations. In the event of an office outage, processing is transferred to other offices within Aetna Better Health’s network with little or no disruption to service levels. Aetna Better Health considers the following operational and IT systems essential in terms of business continuity:

Core Systems

- Claims
- Eligibility
- Enrollment
- Aetna Better Health Internet Website

Operational System

- Call Centers

Aetna Better Health’s corporate data center in Windsor, Connecticut serves as the primary resource for providing systems and technology backup and recovery services for Aetna Better Health in the event of a business interruption or extended system/power outage. In addition,



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Aetna Better Health has its own Contingency Plan, separate from the corporate office, as it relates to specific business continuity procedures to address localized member and provider needs, i.e., specific to operations and local resources.

IT Technical Services personnel are responsible for prepping workstations to support business functions at the disaster recovery center as needed, utilizing workstation images stored on offsite media. Application media, software keys and other hardware and software required to build standard Aetna Better Health workstations are stored off-site as well. In the event of a site outage, inbound call center calls servicing Members and providers can easily be redirected to any existing Aetna Better Health Call Center location. This can be done in less than 15 minutes once the need is identified. This capability is tested annually, as part of the annual Contingency Plan test, but is also utilized as a means to provide Members and providers alike, uninterrupted access to critical telephone-based functions during any snow/inclement weather situations with a potential impact on Aetna Better Health's call centers in the Northeast United States. Aetna Better Health and its affiliates have numerous external partner relationships that provide essential services and applications support. As part of Aetna Better Health's contracts with these vendors, each vendor is responsible for having its own Contingency Plan to provide for restoration of the critical application service.

Contingency plans for covering essential business functions in the event key employees are incapacitated or the primary workplace is unavailable

Aetna Better Health's Contingency Plan provides for contingency plans which are implemented to provide continuity of critical services under specific scenarios, as described below, best represent the typical "disaster" scenarios that Aetna Better Health's sites may experience during an event, noting that several scenarios may exist concurrently. These four scenarios are addressed from a business continuity perspective, and any other resulting scenarios which are site or department specific will be addressed as they occur with specific documentation regarding the existence of an additional scenario reviewed for inclusion into future Contingency Plans. Summaries of typical disaster scenarios are provided below, along with a high-level overview of the action taken to remedy the situation.

Scenario One – "Systems OK, No Building"

In this example, the assumption is that the office building has had a major fire, floor situation, the roof has collapsed or another structural/physical building limitation has occurred rendering the site inaccessible or otherwise unusable, i.e., the loss of the facility has occurred, but other Aetna Better Health locations and business suppliers locally are unaffected. In this scenario, Aetna Better Health's Contingency Plan is designed to react to the assumptions by utilizing a strategy of one building backing up the other depending on which location or building is affected, i.e., space may be made available for Contingency Plan teams in nearby Aetna Better Health facilities, e.g. Florida or Texas facilities or other bordering States or counties where Aetna Better Health has an established presence. If it turns out that all nearby buildings are experiencing outages of some sort, i.e., no nearby Aetna Better Health Facilities exist, we will utilize a strategy of rapid deployment of office based workers to other operational sites, i.e., Connecticut, New York, Arizona, and so forth as applicable, and will deploy additional steelworker personnel. Additionally, built-in redundancies would allow connectivity and access



by re-routing local member or prior authorization phone lines to affiliate call centers to enable class, claims and other critical functions for handling by Aetna Better Health affiliates. Calls will be restored to the normal business units once employees are returned to the facility or relocated to an alternate site. Work-arounds, re-allocation of work and work at home are all viable recovery strategies and will be considered and utilized as appropriate. Work-at-home or remote access personnel, also provide access through one of the following:

- -Remote VPN connectivity
- -Physical re-location to the closest Aetna Better Health facility, affiliate or other corporate location
- The corporate offices in Phoenix, Arizona

Scenario Two – “Building OK, No Systems”

In this example, the assumption is that there is a loss of systems and/or data affecting the operation of those systems or the data access or system access is otherwise limited; i.e., loss of systems is isolated to a particular building location. These scenarios provide in the Contingency Plan that local implementation data recovery strategies are implemented in accordance with established Aetna Better Health back-up recovery procedures. These procedures are described below. Local personnel would continue to perform critical functions not dependent on telecommunications availability at the outset of an interruption, including care coordination and communications with providers. Additionally, the same procedures implemented in Scenario One above, i.e., transfer of systems and remote connectivity activities, would be implemented as necessary.

To the extent that Aetna Better Health’s corporate site is called upon to support the recovery of, and circumstances provide that an event is also occurring at the Aetna Better Health’s corporate data center in Phoenix, the corporate business continuity process provides for the rapid failover connectivity to an internal hot-site location in downtown Phoenix, Arizona via five point-to-point T1 lines. This hot-site facility encompasses over 60,000 square feet and offers duplicate, secured data center housing:

- -A recovery Exchange e-mail server
- -A file server
- -A database server
- -Terminal servers
- -A separate PBX system with excess capacity
- -Internet connectivity
- -A call center and workstations to support disaster recovery efforts for at least 90 days

Additionally, the data backup and storage functionality to Aetna Better Health’s corporate site have been enhanced to electronically ship production data to designated recovery servers at the hot-site location. Redundant T1 lines from the corporate site to the hot site location provide immediate connectivity to each Contingency Plan location in the event the corporate site experiences a business disruption due to a pandemic, natural disaster or other emergency.



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Scenario Three – “Third Party Supplier Out”

When a loss of an important Third Party Supplier relationship, where services, data and/or connectivity is interrupted, i.e. war overseas, civil unrest, pandemic, infrastructure failure or financial collapse, recovery timeframes and established processes provided for in the supplier agreement are monitored to see that the third party is operational within the contractually stated timeframes. Important third party suppliers include those vendors whose services Aetna Better Health depends on. Aetna Better Health categorizes its third party vendors as vital, critical, or essential.

- **Vital Supplier** – Cannot tolerate being without this supplier for more than 24 hours (e.g. suppliers that are crucial to the functioning of the corporation, e.g., Core Processes, IT Operations, Facility Managers, etc.).
- **Critical Supplier** - Cannot tolerate being without this supplier for more than 5 days (e.g. Suppliers that over a period of a few days will cause significant issues with delivering normal service levels).
- **Essential Supplier** - Cannot tolerate being without this supplier for more than 30 days (e.g. Suppliers whose outage would not begin to take a toll on business for some time after they experience a disaster but whose contributions would eventually have to be replaced)

Aetna Better Health designates Relationship Managers who are responsible for contracting and overseeing the relationship of their assigned supplier to see that core business functions continue as required and in accordance with the contractual requirements.

Aetna Better Health, during initial contracting efforts, implementation, and periodically thereafter, reaches out to its suppliers and business partners to confirm that important services, from facilities management to telecommunications support, would be available during a pandemic or other natural disaster. Contracts with third parties are structured such that any critical Aetna Better Health business partner is required to meet Aetna Better Health’s internal Contingency Plan standards. Aetna Better Health regularly conducts detailed reviews of the readiness of our most critical suppliers. For any critical suppliers found to be deficient in its preparedness, Aetna Better Health provides information to the supplier to assist in the development of a pandemic contingency plan or develop additional contingencies. On an ongoing basis, Aetna Better Health works with its suppliers to share business preparedness information and best practices in connection with pandemic or disaster preparedness planning. Third party vendors such as imaging, mail or publishing vendors that support Aetna Better Health’s critical processes are required to have their own Contingency Plan and during a pandemic or natural disaster, Aetna Better Health expects them to implement their plans. Additionally, Aetna Better Health also provides for transferring third party vendor functions to other vendors during a crisis, emergency or other disaster affecting the vendor’s ability to carry out its contractual obligations. Vendor plans are reviewed for their ability to meet individual unit recovery time objectives

Scenario Four – “Wide-Spread Severe Staffing Shortage (Pandemic)”

This scenario assumes staffing shortages as a result of a regional or global Pandemic or Bio-Terrorism event occurring simultaneously at many random Aetna Better Health sites to varying degrees of severity, which period of time may be between 6-8 weeks at a time, and where 2-3 waves are possible over an 18 month period.



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This Contingency Plan is designed to react to the following specific assumptions:

- Absenteeism – Expect up to 40% absenteeism for a 6-8 week period due to sickness, anxiety, caring for sick family members, day care or elder care disruptions, or simply due to a lack of transportation.
- Quarantine or Isolation – World, Federal, State and Local Health Departments may shutdown non essential businesses in a particular area especially if involved in incipient cases.
- Emergency Staffing – Aetna Better Health or the local health agency at some point may decide to implement an “Emergency Staffing” mode of operation where only certain personnel will be allowed to come to the site and all others sent to work at home if possible, or be idled if not able to work at home.
- Suppliers – Impact may be experienced from third party domestic and/or offshore suppliers where operations may be degraded or interrupted depending on their level of preparedness and/or that of the host country.
- Mail and Parcel deliveries and E-Commerce may be stopped or slowed in local or regional areas.
- Essential Services – Mass transportation, availability of fuel, food and essential supplies may impact an employee’s ability to come to work and ability for supply chains to maintain delivery flow.
- Infection Control Measures – That be implemented by health jurisdictions and/or by Aetna Better Health that may quarantine infected or exposed persons in their homes or shelters and provide for additional safeguards such as infection control.
- Telecommunications & IT Infrastructure - Degradation for existing teleworkers and any employees sent home due to the pandemic need to improve social distancing.
- Work Model Changes - Possible Shifts in the volume or nature of work being processed for this function. One example would be the number of calls and the types of questions being asked.

In addition to the remedies provided for in the above referenced scenarios, e.g., re-routing Member Services and other call centers to Aetna Better Health affiliates, Aetna Better Health may opt to implement an emergency staffing mode of operation where only critical personnel will be asked to report to duties, at a designated location, and all other personnel will be sent home, to work from home if possible.

Communication with personnel and suppliers when normal systems are unavailable

Communication with Employees

In the event the Contingency Plan is implemented, personnel are alerted that the plan is implemented and that a data center recovery effort has been officially activated. Personnel are alerted via a telephone call, keeping a record of individuals contacted or required subsequent follow-up calls. Designated personnel (i.e. first line contact personnel or their back-ups) is instructed not to speak with or share any information with any person other than the Aetna Better Health employee and for quality assurance reasons, are required to utilize a telephone script,



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similar to the one provided below, in their telephone outreach efforts to Aetna Better Health employees:

- 1) If contact is made, say "MAY I SPEAK WITH (Individual)?", and then provide the following information:
 - Brief description of the problem
 - Location of the Contingency Plan team meeting location:
 - Phone number to call into:
 - Action required
 - Inform personnel to make no public statement regarding the situation
- 2) If not available, - Say "WHERE MAY I REACH (Individual)?"
 - If at any location other than work, get phone number, make call and provide the information in item #1.
 - If individual is at work, indicate you will reach the individual at work.
- 3) If no answer or contact:
 - Periodically recall, until contact is made.
- 4) Report to management when all contacts have been completed along with expected on-site arrival times for unit recovery team members.

Aetna Better Health also communicates with personnel via its intranet and provides disaster related information on this site. The intranet is an Internet web portal that allows Aetna Better Health employees to securely access many of Aetna Better Health's internal systems and applications from their home PCs through their personal internet service provider. Basic features include access to e-mail and calendar facilities, and advanced features, depending on employee's security clearance and functions, include access to Aetna Better Health's host systems, Intranet and Network Shares directories. Other benefits for employees include:

- No client software or configuration changes are required.
- The traffic between the employee's browser and Aetna Better Health's services are encrypted.
- "Strong Authentication" is used for intranet Advanced Features to accurately identify users and secure Aetna Better Health's facilities.

Aetna Better Health and employees do not incur potential long-distance phone charges by dialing into networks directly.

All Aetna Better Health employees can gain access to the intranet with their network ID and password. No additional Ids, security authorization or management approval is required. We hope you will take advantage of this service, and find it useful. Please encourage your co-workers to also utilize intranet.

Communication with Vendors

Aetna Better Health has numerous external partner relationships that provide essential services and applications. As part of its subcontract with these vendors, each vendor is responsible for



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having their own Disaster Recovery Plans to provide restoration of the critical application service. As stated earlier, Aetna Better Health designates Relationship Managers who are responsible for contracting and overseeing the relationship of their assigned supplier to see that core business functions continue as required and in accordance with the contractual requirements. The Relationship Manager is the designated individual to establish contact with vendors and suppliers in the event of an Aetna Better Health local or corporate outage affecting the supplier's contractual obligations to Aetna Better Health. Suppliers are contacted via several mechanisms, i.e. telephone and electronic mail, and may also receive important information from Aetna Better Health in the same manner as information disseminated to providers and members, e.g., through Aetna Better Health's internet website, media outlets, and/or through phone recorded messages.

Continuity of Services to Members and Providers

Call Center Operations

As a national Medicaid health insurer, Aetna Better Health has 10 separate call centers in 10 different states, with one call center that operates on a 24 hour, 7 day a week basis, providing Aetna Better Health with the flexibility to shift work from impacted sites to other sites. The various calls centers are connected through the Avaya telephone system and allow call centers and calls to be routed seamlessly from one Aetna Better Health affiliate to another. We even have a virtual call center - several thousand of our customer service personnel work from home. This means that when one area of the country is struggling with a crisis, like a hurricane or snow storm, Aetna Better Health can still serve its covered Medicaid population efficiently. These "virtual" call centers are beneficial in pandemic situations as well, since these employees reside at different locations throughout the country and as such when an event, such as a pandemic, affects multiple regions of the country simultaneously, our work-at-home capabilities of our employees and dispersed national call and claim infrastructure allow us to optimize available resources to maintain essential services for our customers.

Aetna Better Health has long been a proponent of flexible work arrangements, including telecommuting. Much of our work force is already on a full-time telework schedule. As part of our pandemic planning, Aetna Better Health studied the feasibility of whether more employees could temporarily telework in response to office closings or other infection-control measures. Based on that study, we believe that a majority of our workforce could continue to perform their functions on a work-at-home basis. Many employees already have the personal infrastructure and secure access authority to Aetna Better Health's systems to perform work remotely on a part-time basis, and others have at least high-speed broadband in their homes should additional access be needed. While we cannot rely on teleworking as a standalone strategy for a pandemic or other emergency, our remote-access capabilities will allow many personnel to work from home or other locations during a disaster to supplement those who are designated to be critical on-site personnel or who are working in offices in parts of the country not affected by a pandemic.

Moreover, in a severe pandemic, experts estimate that absentee rates could reach as high as 40%. To help confirm that we have the manpower to support the ongoing operation of crucial functions, Aetna Better Health has identified personnel positions serving similar functions that may not be essential in an emergency. Individuals holding those positions can be trained and



redeployed to supplement existing personnel for critical functions such as member services, medical management and behavioral health services.

Testing of Business Continuity/Disaster Recovery Plans

Disaster Recovery Testing

The Contingency Plan is regularly updated to reflect the most current industry standards. All affiliate disaster recovery plans are required to be updated semi-annually. Aetna Better Health, together with its affiliates, regularly assess the overall risk of data loss and recovery through a variety of formal policies, procedures and contractor arrangements that specify the actions to be taken by appropriate personnel to make sure that all aspects of the IT infrastructure are secure, operational and available to support the organizational objectives. These policies address such issues and practices as data classification, data protection, data backup and recovery, system maintenance and performance, incident reporting as well as the escalation and disposition of emergency recovery actions through the Contingency Plan process. As a whole, they provide a comprehensive and cohesive plan providing for continued access to critical Member and provider functions and information in case of business interruption or disaster.

Aetna Better Health implements and maintains ongoing enhancements to disaster recovery plans and procedures. Testing is performed across a variety of applications and infrastructure components on a regular basis to promote ongoing disaster recovery readiness. Aetna Better Health routinely tests recovery elements of third party relationships including technology components, critical processes, and access points. These exercises can be initiated by either party and Aetna Better Health welcomes the opportunity to test these relationships as time and resources permit.

- System maintenance and performance
- Incident reporting
- The escalation and disposition of emergency recovery actions through the Contingency Plan

Data Backup and Recovery

Aetna Better Health's disaster backup and recovery strategy is to provide and maintain an internal disaster recovery capability. This strategy leverages the internal computer processing capacity of two state-of-the-art, hardened computer centers located in both Middletown and Windsor, Connecticut. Both facilities have extensive fire suppression systems, dual incoming power feeds, UPS, and backup diesel generators supporting 24/7/365 operation. Physical access is strictly controlled and monitored, and access to vital areas is segregated by floor and business function as appropriate. The two data centers house Aetna Better Health's computer processing capabilities on three major platforms, mainframe (Z/OS), mid-range (Various UNIX versions), and LAN (Windows on X86 processors). The data centers are load balanced and supplemented by quick-ship and capacity-on-demand contracts, permitting each center to back the other up in the event of disaster. We maintain contracts with national vendors providing for replacement equipment and supplemental capacity as needed, further promoting compliance with Recovery Time Objectives (RTO).

Infrastructure and application data is secured and stored offsite on a daily basis. Backed-up data is cross vaulted between the two computer centers, with mainframe backups stored primarily on disk media and mid-range/LAN backups stored primarily on tape. Additionally, all mainframe



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disk data is mirrored to the alternate data center providing a simplified and timelier recovery for that piece of the environment. Any customer data lost as a result of a data center catastrophe will be recovered through re-submittals by service providers and/or recovery reconciliation teams.

File Servers located at the Phoenix datacenter are backed up daily by the Network Engineer, with a full backup on Friday of every week. Every Thursday, full backup tapes are sent to the offsite data storage vendor in locked protective containers that are specifically designed to guard the integrity of magnetic data. The offsite tapes are stored for 90 days and then recycled with the exception of the last full backup of the month, which stays offsite for 7 years. Incremental backups are stored onsite for 90 days and then recycled.

Databases are backed up, by the database administrator, once a day either with SQL transaction log backups or server dumps placed on a file share incorporated into the file server backup schedule. For Tier One applications, Aetna Better Health's WCC databases utilize an active log shipping process from the Phoenix datacenter's database servers leading to point-in-time recovery of the production databases. The log shipping process is only turned inactive during Disaster Recovery exercises. As an active CONTINGENCY PLAN Hot Site, these WCC systems are monitored by IT using Argent and SQL monitoring tools. Aetna Better Health's WCC configuration includes terminal servers, SQL Server servers, and a FTP/DNS server for a Medicaid Business Unit recovery. The terminal server environment only supports QNXT[®] and our web-based care management application (Dynamo[™]) applications. The SQL Server environment supports the health plan databases that the terminal servers utilize as well as tier two through 4 applications. Aetna Better Health applications that are not Tier One will be recovered utilizing Aetna Better Health's HP Quickship contract.

Data Recovery

Aetna Better Health works with its affiliates and its corporate office and IT personnel (including their disaster recovery plan), in implementing a high level plan for recovery of a data center and its critical components. The plan is derived from over 50 detailed IT infrastructure plans which are maintained by each critical support area. The combined plans make up the Aetna Better Health IT disaster recovery program and contain processes and procedures to recover all functions, services, and equipment which are needed to recover either data center. These plans are centrally maintained by our disaster recovery group, are stored both locally and offsite and are updated semi-annually or as needed by the respective infrastructure area.

Application recovery (Contingency Plans) document technical and management contacts, application recovery specifics, application dependencies, integrated system synchronization, and checkout procedures. The plans are maintained routinely and utilize automated recovery processes to insure appropriate data resilience. These Contingency Plans are validated annually with the application owners and business users with periodic integrated tabletop simulations. Escalation and notification procedures are contained within disaster recovery plans to verify recovery team members, affected partners and business unit owners are activated in a timely manner. AIS's role during a disaster is to lead, manage, and staff the various recovery teams, which will also be augmented by additional vendor specialists under contract for certain supplemental recovery technologies, which AIS will coordinate.

In the event of a data center disaster, the RTO to resume most production processing is four days from disaster declaration for all mainframe and mid-range systems and five days for LAN

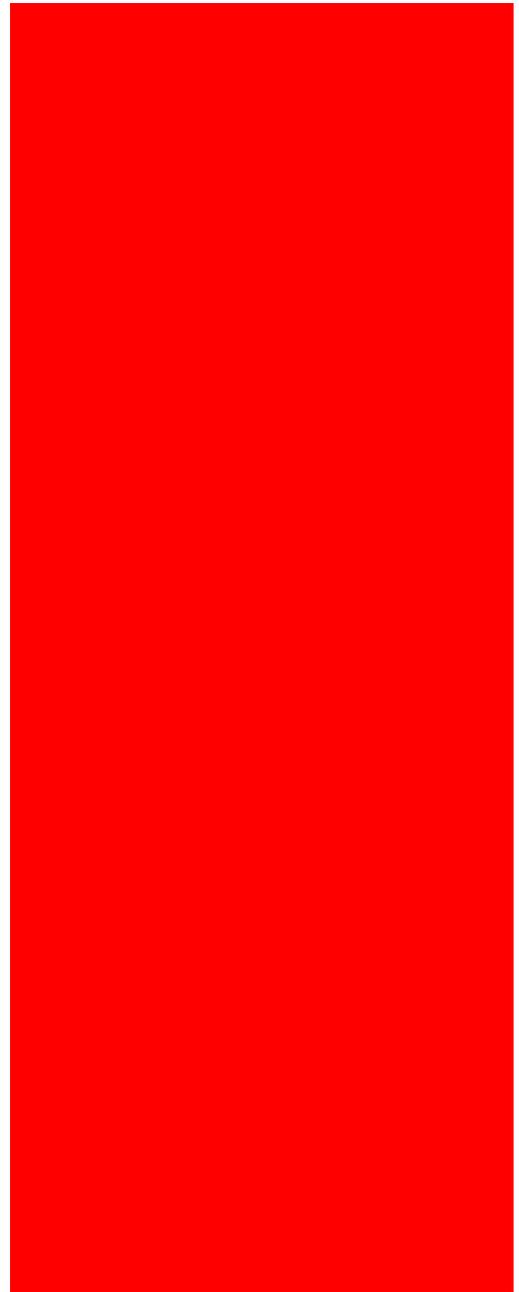


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systems. Portfolios of highly available applications, such as web and pharmacy, have RTO's of six hours or less. These applications utilize mirroring and/or load balancing technologies between the datacenters to make certain that the reduced RTO's can be met. Aetna Better Health's voice and data network backbones are fully redundant using SONET ring technology and are recovered within 1 hour of a data center outage. In short, Aetna Better Health's data center recovery strategy and its application RTO's are consistent with or better than industry standards.

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M.2 Describe your plan in the following Emergency Management Plan scenario for being responsive to DHH, to members who evacuate, to network providers, and to the community.

- **You have thirty thousand (30,000) or more CCN members residing in hurricane prone parishes. All three GSAs include coastal parish and inland parishes subject to mandatory evacuation orders during a major hurricane. A category 5 hurricane is approaching, with landfall predicted in 72 hours and parishes within the GSA are under a mandatory evacuation order. State assisted evacuations and self evacuations are underway. Members are evacuated to or have evacuated themselves to not only all other areas of Louisiana, but to other States.**
- **Your provider call center and member call center are both located in Baton Rouge and there is a high likelihood of high winds, major damage and power outages for 4 days or more in the Baton Rouge Area (reference Hurricane Gustav impact on Baton Rouge). It is expected that repatriation of the evacuated, should damages be minimal, will not occur for 14 days. If damage is extensive, there may be limited repatriation, while other members may be indefinitely relocated to other areas in Louisiana or other states.**

In the event of a business disruption, such as a natural disaster (e.g., hurricane or other storm capable of producing high winds and wide-spread damage), Aetna Better Health, Inc.'s (Aetna Better Health's) primary objective is to:

- 1) Provider for the safety of human life;
- 2) Provide for mechanisms which support communication with all constituents before, during and after a natural disaster; and
- 3) The rapid resumption of mission critical, healthcare service delivery functions for our members.

In such events and in order to guide management and technical personnel, each of our Medicaid State operations relies on the principles set forth in our Business Continuity Programs. These plans will be collectively referred to as Contingency Plan (CP), that includes a Disaster Recovery Plan (DRP) and a Business Continuity Plan (BCP); hereinafter referred to as the Contingency Plan) throughout, unless there is a need to specifically isolate a particular plan. . Our comprehensive business continuity program provides the strategy underlying Aetna Better Health's responsiveness to members, network providers, the community and the Louisiana Department of Health and Hospitals (DHH) during a natural disaster such as a hurricane. Several key components of the combined Contingency Plans, which support Aetna Better Health's responsiveness to DHH, members, network providers and the community, include:

- 1) The deployment of a Crisis Event Response Team;
- 2) Member and Provider Services Education on hurricane preparedness, including communication with Aetna Better Health during a storm; and



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- 3) Establishment of specific procedures that provider for mission critical functions, such as uninterrupted call center operations.

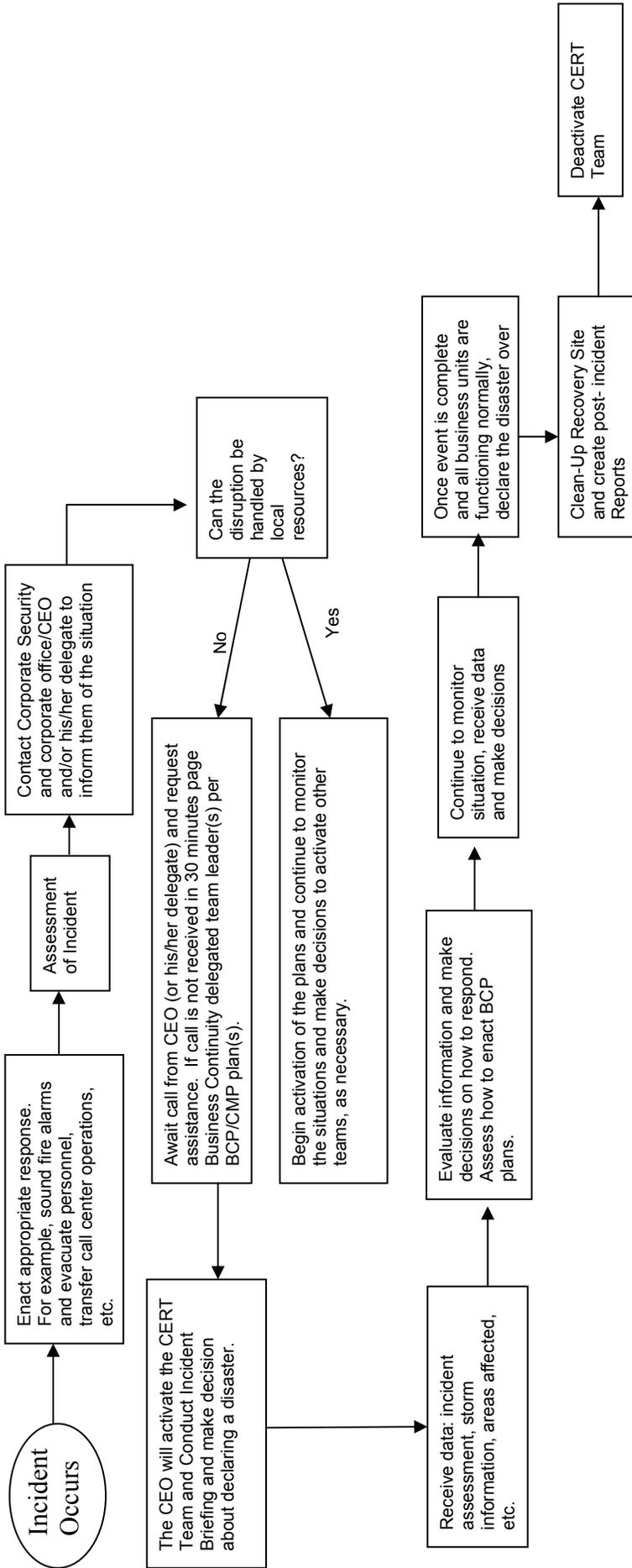
The Crisis Event Response Team (CERT) is established to assure leadership and decision-making during any potentially disruptive event. The CERT is trained to assess internal and external situations and infrastructure concerns, appropriately respond to events, and provide timely communications to Aetna Better Health employees, critical third parties, customers and the public. Aetna Better Health's CERT includes a collection of Managers and professional personnel from various areas of the company including field offices. The CERT has the responsibility, authority and sufficient breadth and depth of knowledge to effectively advise senior executives on appropriate courses of action. CERT members are chosen because they can effectively analyze available information; understand the potential impact of a disruption to Aetna Better Health, its infrastructure and its customers; and timely make problem-solving decisions. The CERT will gather at the pre-determined command center locations and begin their decision-making process after receiving notification of a potential threat.

Specifically, this team is responsible for:

- Ensuring the safety and welfare of employees;
- Activation of appropriate Field and Home Office Event Response personnel;
- Requesting assistance from local disaster authorities;
- Coordinating the activities of personnel during a disaster;
- Deciding when to enact or cease activation of the Contingency Plans;
- Serving as the central source for data and information about the event;
- Making decisions about the Company's response;
- Coordinating communication responses to Customers, DHH, Members, Provider Networks, Employees, Critical Third Parties, media and the public;
- Coordinating and communicating with all appropriate jurisdictional regulatory entities such as Insurance Departments;
- Modifying member and plan sponsor policy as necessary for regional or national disasters;
- Assessing availability of personnel and possible transportation needs;
- Mobilizing support from all areas to assist in prompt recovery; and
- Initiating facility recovery and re-entry process.

Please see Appendix W for detailed information regarding Aetna Better Health's Disaster Recovery Plan and communications strategies.

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Preparedness Efforts

Aetna Better Health affirmatively addresses disaster preparedness, including hurricane preparedness, through its established Contingency Plans and specific preparedness efforts which focus on educational materials provided to its membership and provider network. The provision of such educational materials, either through written documents or through information disseminated by Aetna Better Health through its various interactions with members or providers, not only supports Aetna Better Health's responsibility to communicate with affected parties during a natural disaster and continue delivery of healthcare services, but it also underlies our commitment to the communities we serve. Aetna Better Health as such, actively engages not only in business related Contingency Plans and activities, but also, through member and provider education, community involvement and knowledge of federal and State resources, we strive to mitigate damage to property, promote health, and prevent losses caused by such disasters.

Aetna Better Health understands that one of the key factors influencing a member's behavior and their understanding of the health care and community resources available to them during a health or other crisis related event is education. Aetna Better Health continually provides adequate informational resources to both its membership and provider network, to see that access to healthcare services is adequate; including the provision of information relating to access to healthcare services and other necessary resources during a natural disaster such as a hurricane is comprehensive. Aetna Better Health includes information about hurricane preparedness in the member Handbook and Welcome Packets, the member Internal portal (during hurricane season and during specific declared emergencies or impending storms), and in the member newsletters (during hurricane season). Likewise, Aetna Better Health educates network providers via the Provider Manual, mailings, the Provider Internet portal and direct communications (e.g., during monthly provider services visits). Additionally, to improve dissemination of information concerning access to care and disaster related preparedness and resources; Aetna Better Health uses other, supplementary strategies to communicate with members and Providers as provided below:

- Aetna Better Health supplements the online portals with a listing of disaster preparedness and recovery community resources, along with other important messaging concerning an impending storm.
- Aetna Better Health uses Case Managers, Disease Management, Member Services, Provider Services and other Medical Management personnel, e.g., Prior Authorization, to identify and assist members needing hurricane preparedness assistance prior to and during a declared incident, including assistance with arranging ongoing medical care for those persons with chronic illnesses or other ongoing special healthcare needs, e.g., pregnant members.
- Aetna Better Health's culture places emphasis on the "availability and Access to Core Benefits and Services" through dedicated Case Managers and Member Service personnel who facilitate dissemination of information during a crisis, e.g., which facilities are open or available for treatment or which facilities or evacuation shelters can support the evacuation needs of special needs member such as those with physical disabilities, coordinating special transportation plans and scheduling ongoing care for members with ongoing medical needs such oxygen dependent individuals.



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- Individual Member Care Plans and needs assessments are conducted, along with one-on-one educational discussions with the Member's Care Coordinator or Case Manager regarding evacuation plans, shelter or relocation needs, special needs during a disaster and methods for ongoing communications with the Case Manager, family and care providers and so forth .
- Dissemination of special flyers and written materials prepared by federal and state emergency management officials and organizations

Member Education

To better assist members in navigating the myriad resources (e.g. regional public health offices, websites, etc.) available to them, Aetna Better Health's Member Handbook and website will contain a directory and links to key emergency preparedness resources. Periodic and seasonal (e.g. pre-hurricane season) website announcements and newsletters will afford an opportunity to promote time sensitive, public emergency preparedness educational opportunities and deliver targeted messages; and menu prompts and/or "On Hold" messages at our Member Services Call Center will either provide or direct members to additional sources of information. Member Services Representatives and Case Managers will receive training to the extent that they are able to increase members' awareness of available emergency preparedness programs and resources, assist with registration (as in the case of Special Needs Registries) and encourage Members to make regular updates to registry information, the goal of the latter activities to assist the State in identifying and cataloguing Members with special medical and/or transportation needs which will require assistance during public health emergencies.

The Member Handbook includes a welcome letter and kit, which references scope and availability of covered healthcare services and how to access these services, including education and information regarding programs or other services available to support members in their hurricane preparedness efforts and information on access to ongoing care or special needs care during a hurricane. It also provides information regarding Aetna Better Health's assistance relative to arranging service during a storm, such as parish specific hurricane information, including evacuations, shelters and special needs shelters for the medically needy. The Member Handbook includes a section dedicated to hurricane preparedness and instructions. Guidance concerning hurricane preparedness includes information such as:

- Instructions on contacting local emergency management offices, local parish or local American Red Cross chapter, to request community hurricane preparedness plan.
- Raising awareness of safe routes inland as communicated by the office of emergency management.
- Information regarding nearby shelters, including shelters equipped to handle medically needy or medically fragile individuals.
- Basic hurricane information such as the differences between a hurricane watch and a hurricane warning
- Suggested steps to take during a hurricane watch and steps to take during a hurricane warning
- Information related to evacuations
- Guidance on the safe return to a home or residence



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- Assistance with locating post-disaster resources
- Information on contacting Aetna Better Health before, during and after a hurricane
- Instructions to contact Member Services (e.g., call center), assigned Case Manager or the Internet portal for specific hurricane related information
- Special needs and Case Manager related information and resources

Additionally, the welcome kit also includes community resource guides and checklists prepared by the Louisiana Department of Health and Hospitals, the American Red Cross and other emergency management officials in the State of Louisiana. Below is an excerpt from a member communication regarding hurricane preparedness:

“In some areas of Louisiana, such as the Gulf Coast, hurricanes are a way of life. If you live in a hurricane prone area, keep your health and your family safe by making hurricane preparedness a priority. When there is an impending, severe weather related event, such as a hurricane, it is critical for you to prepare. It is also important that you include your loved ones in your plans and that you keep your providers informed during the planning process to be sure that everyone is aware of what you and your family will do in the event of an emergency. You should also contact other caregivers or persons involved in your care, such as your Aetna Better Health Case Manager.

You and your family should begin your hurricane preparedness with a “Disaster Supply Kit.” The Disaster Supply Kit usually includes essentials such as food, blankets, water and important documents such as copies of identification and health related information. Health related information can include the names and contact information of your physicians and the names of the medicines you are taking. Other important health information to include is special information such as allergies you have or any special health needs you may have such as the need for special transportation if you are unable to walk or are dependent on special medical equipments such as oxygen.

Be sure that you and your family members know where your disaster supply kit is located. Your disaster kit should include enough supplies to allow you and your family members to be completely self-sufficient for at least 72 hours (or longer depending on the emergency). Your disaster supply kit should also include any necessary prescription and non-prescription medication.

To assist you and your family in preparing for a hurricane, preparing for an evacuation, including assistance with preparing your disaster kit, enclosed you will find the *Official Louisiana Hurricane Survival Guide*, *Be Red Cross Ready* and *Everybody Ready* guides (sample of the cover pages provided below for your reference).



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LAKE CHARLES FIRE DEPARTMENT CITY & EMERGENCY PREPAREDNESS

Official Louisiana Hurricane Survival Guide

Hurricane Season: June 1 — November 30

Are You Prepared for this Tropical Season?

The Gulf Coast region offers many benefits for its people who call Louisiana home. The area is full of cultural diversity, agricultural and fishery riches, a thriving ecology and many events and outdoor activities that make Louisiana unique.

A consequence of enjoying this lifestyle is preparing for hurricane season and associated hazards from high winds, storm surge and flooding rains.

This guide is developed through a collaborative partnership of the NOAA National Weather Service and the State of Louisiana Governor's Office of Homeland Security and Emergency Preparedness.

This guide is provided to assist you in preparing for the Atlantic hurricane season. We all hope these actions will not be needed this season, but the looming threat always makes preparedness a necessity every year.



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Be Red Cross Ready
Hurricane Safety Checklist

Hurricanes are strong storms that cause life- and property-threatening hazards such as flooding, storm surge, high winds and tornadoes.

Preparation is the best protection against the dangers of a hurricane.

Know the Difference

Hurricane Watch - Hurricane conditions are a threat within 48 hours. Review your hurricane plans, keep informed and be ready to act if a warning is issued.

Hurricane Warning - Hurricane conditions are expected within 36 hours. Complete your storm preparations and leave the area if directed to do so by authorities.

What should I do?



- Listen to a NOAA Weather Radio for critical information from the National Weather Service (NWS).
Check your disaster supplies and replace or restock as needed.
Bring in anything that can be picked up by the wind (kites, toys, lawn furniture).
Close windows, doors and hurricane shutters.
Turn the refrigerator and freezer to the coldest setting and keep them closed as much as possible.
Turn off propane tanks and unplug small appliances.
Fill your car's gas tank.
Talk with members of your household and create an evacuation plan.
Learn about your community's hurricane response plan.
Evacuate if advised by authorities.
Because standard homeowners insurance doesn't cover flooding, it's important to have protection from the floods associated with hurricanes.

What supplies do I need?



- Water - at least a 3-day supply, one gallon per person per day.
Food - at least a 3-day supply of non-perishable, easy-to-prepare food.
Flashlight.
Battery-powered or hand-crank radio (NOAA Weather Radio, if possible).
Extra batteries.
First aid kit.
Medications (7-day supply) and medical items.
Multi-purpose tool.
Sanitation and personal hygiene items.
Copies of personal documents.
Cell phone with chargers.
Family and emergency contact information.
Extra cash.
Emergency blanket.
Map(s) of the area.
Baby supplies.
Pet supplies.
Tools/supplies for securing your home.
Extra set of car keys and house keys.
Extra clothing, hat and sturdy shoes.
Rain gear.
Insect repellent and蚊 screens.
Camera for photos of damage.

What do I do after a hurricane?



- Continue listening to a NOAA Weather Radio or the local news for the latest updates.
Stay alert for extended rainfall and subsequent flooding even after the hurricane or tropical storm has ended.
If you evacuated, return home only when officials say it is safe.
Drive only if necessary and avoid flooded roads and washed-out bridges.
Keep away from downed or dangling power lines and report them immediately to the power company.
Stay out of any building that has water around it.
Inspect your home for damage.
Use flashlights in the dark.
Avoid drinking or preparing food with tap water until you are sure it's not contaminated.
Check refrigerated food for spoilage.
Wear protective clothing and be cautious when cleaning up to avoid injury.
Wash animals cleanly and keep them under your direct control.
Use the telephone only for emergency calls.

Let Your Family Know You're Safe

If your community has experienced a hurricane, or any disaster, register on the American Red Cross Safe and Well Website available through RedCross.org/SafeandWell to let your family and friends know about your welfare.



For more information on disaster and emergency preparedness, visit RedCross.org.

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You can do this.

A little advance planning can make the difference between tragedy and survival. It all starts with a conversation.

Research indicates that individuals who have emergency plans in place are more likely to survive and recover from a disaster. It's not just about having a plan, it's about knowing what to do when disaster strikes.

To find out if you need a disaster plan, visit www.ready.gov for more information about how to create effective disaster plans.

So go ahead and talk to your family, friends, and neighbors. It's the best way to stay safe.

For more information about emergency preparedness, contact:

LA Department of Health and Hospitals	dh.la.gov
American Red Cross	redcross.org
Centers for Disease Control	cdc.gov
Disaster Help	disasterhelp.gov
Federal Emergency Management Agency	fema.gov
U.S. Department of Homeland Security	ready.gov

Office of Public Health Regional Offices

Region 1 Metropolitan Office 3019 Common Street Suite 700 New Orleans, LA 70112 Phone 504-599-6300 Fax 504-599-6300	Region 4 Acadian Regional Office Brancheville St, Suite 100 811 Eastern Shreveport Shreveport, LA 70509 Phone 337-363-3312 Fax 337-363-3317	Region 7 Northwest Regional Office 1127 Fairfield Avenue Baton Rouge Baton Rouge, LA 70801 Phone 225-476-7000 Fax 225-476-7000
Region 2 Capital Regional Office 7173-A Florida Boulevard Baton Rouge, LA 70804 Phone 225-823-7240 Fax 225-823-7240	Region 5 Southwest Regional Office 707-A East Pine Lake Rd Lake Charles, LA 70601 Phone 337-473-6366 Fax 337-473-6322	Region 8 Northeast Regional Office 1630 Darden Street Monroe, LA 70131 Phone 337-383-7000 Fax 337-383-6300
Region 3 Tulane Regional Office 1414 Tiger Drive Bibbiana, LA 70301 Phone 504-447-0810 Fax 504-447-0820	Region 6 Central Regional Office 2094-B Coliseum Blvd Alexandria, LA 71301 Phone 337-487-3382 Fax 337-487-3381	Region 9 Southeast Regional Office 2104 Edge Drive Suite 10 Minden, LA 70451 Phone 337-473-1100 Fax 337-473-1104

**Department of Health and Hospitals
Office of Public Health
Center for Community Preparedness
8919 World Industry Avenue, Suite B
Baton Rouge, LA 70810
(225) 763-3333
www.dhh.louisiana.gov**

Ready

Everybody Ready.

Disaster preparedness for individuals and families.

Additionally, be aware that it is important to have a post emergency telephone, such as a landline or the contact number of relatives or other persons, outside of the affected area, where you or your family members or care providers, including your Aetna Better Health Case Manager, can call to receive important information concerning your medical care. Be sure to share this telephone number with your Aetna Better Health Case Manager, your family members or other relatives/persons and the providers involved in your health care.

If emergency management authorities in your area order an evacuation, you should evacuate without delay. It is important for you and your family to have a plan in the event that Emergency Managers ask you to evacuate. It is also important, especially if you have ongoing or serious healthcare needs, that you also communicate your evacuation plan with your caregivers, e.g., physicians and Aetna Better Health Case Managers, and that you have a plan to contact your caregivers before, during and after a storm.

Being prepared makes the difference in your safety and your health. In addition to the information provided in this Member Handbook, other resources, directories, and Internet websites contain useful information to help you and your family prepare for an emergency such as a hurricane. If you have any questions regarding hurricane preparedness, arranging special healthcare needs during a storm or you do not have a computer or Internet connection to help you prepare, call the Member Services department or your Case Manager for assistance and additional guidance.”



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Provider Education

Our provider network orientation process, along with other provider educational materials (e.g., Provider Handbook), includes information about our disaster preparedness, including communicating procedural modifications during a disaster operation mode. Provider education and training on these requirements are also available to network providers via our Internet website and provided in seasonal provider newsletters. Our Provider Services personnel also perform provider education and face-to-face training during new provider orientations and at regularly scheduled provider visits. Our general provider education and training addresses disaster preparedness, including requirements related to notifying Aetna Better Health of any relocation efforts by the provider.

Below is a non-exhaustive/sample matrix of the types of topics covered during a provider’s initial training, along with those training aspects which are specific to hurricane preparedness:

Initial Training (General Topics)	Specific Training (Examples)	Hurricane Preparedness (Specific Topic Examples)
<ul style="list-style-type: none"> • Introduction and Overview of: <ul style="list-style-type: none"> - Medicaid program - Current healthcare legislation such as the Patient Protection and Affordable Care Act and Health Care Education and Reconciliation Act - DHH - DHH Policies and Procedures • Compliance and Fraud and Abuse (including HIPAA and False Claims Act Provisions) • Business Continuity and Recovery Plan (BCP)/Disaster Recovery Plan (DRP) • Business Conduct & Integrity • Medicaid Complaints/Grievance System • Medicare Complaints/Grievance System • Cultural Competency/Health Literacy and Diversity 	<ul style="list-style-type: none"> • Duties, expectations, and code of conduct guidelines • Cultural competency • Responsive and courteous customer service • Provider Network Composition • All facets of the Aetna Better Health Provider website • All covered populations and brief description of covered services for each • CMS or State Medicaid guidelines, as applicable • Claims submission requirements • Credentialing and recredentialing, initial and ongoing requirements • Information available through Internet portal and resources available through Aetna Better Health • Geographic Service Areas (GSAs) • Web resources such as maps, community and state websites 	<ul style="list-style-type: none"> • Disease specific hurricane preparation, e.g., medication management, compliance and medication supply/advance refills for diabetics, asthmatics, post-transplant, mental health, hypertensive, and other prescription dependent conditions • Shelters for medically needy • Local parish evacuation routes and hurricane plans • Contact information, e.g., call center, Provider Services, and other Aetna Better Health telephone or communication mechanisms available during a hurricane, e.g., a dedicated information line and out-of-State contact information for Aetna Better Health resources • Instructions on coordinating ongoing care plans with a member’s evacuation plan • Requirement to notify Aetna Better Health of intent to relocate during a storm, including providing relocating contact information • Maintenance of up to date contact information on record with Aetna Better Health • Notification of members with chronic, disabling, physical, mental,



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Initial Training (General Topics)	Specific Training (Examples)	Hurricane Preparedness (Specific Topic Examples)
<ul style="list-style-type: none"> Quality of Care – Identification of Issues and Referral to Quality Management Introduction and Overview of Integrated Care Management (ICM) Electronic Systems Navigation, e.g., EDI, prior authorizations, claim status Risk Management 		<p>or other serious or special health needs (i.e., to facilitate advance member enrollment in DM or CM, as applicable, and allow for Aetna Better Health CM to conduct assessments and other activities which support coordination of care during a hurricane)</p> <ul style="list-style-type: none"> Obstetricians: Provide Aetna Better Health with specific instructions on maternity members and evacuation expectations and plans (i.e. certain providers may choose to send pregnant members who are 36 weeks pregnant or more to a hospital or Regional Perinatal Intensive Care Center during a hurricane warning, in place of evacuating to a shelter or other location)

In addition to the written materials described above, Aetna Better Health also provides outreach activities designed to assist providers in engaging members to prepare for a hurricane. This guidance supports providers and the Aetna Better Health Case Managers in providing members with disease specific or health specific preparedness assistance. To assist providers, the Aetna Better Health Provider Services Representatives provide initial and ongoing training regarding hurricane preparedness (as referenced in the sample provided above). Specifically, this guidance suggests that during a hurricane watch (and before a hurricane warning is issued), providers should contact those members undergoing an established course of treatment, in order to document where the member will “ride out the storm” or if any plans to relocate or evacuate are underway. For members relocating to another location, such as a relative’s home, a hotel, a shelter or an out-of-area or out-of-state location, the provider is instructed to document the contact information for the member and to contact the Aetna Better Health Case Managers to share the member’s contact information.

Moreover, providers are also encouraged to have members call their Case Managers to receive other preparedness information. The providers are advised that Case Managers are trained in preparedness efforts and can assist members in locating shelters, including locating special needs shelters and can also facilitate other medical care and provide other supportive guidance or direct members to the appropriate resources, e.g., a Case Manager can direct a member to a specific parish’s Internet website containing specific evacuation or other pertinent information or can read this information to those members without a computer or without Internet access. The Case Managers can also provide local Red Cross facility information and can even assist members with disabilities or other special needs locate appropriate and assistive community resources, such as enrolling in local emergency alert systems. Network providers also receive Aetna Better



Health contact information, including specific hurricane-related information, through the Aetna Better Health call center, the Internet portal and specific outreach telephone calls conducted by either the Provider Services, Case Managers or other medical management personnel for those providers who have been identified as serving high-risk groups, chronic illnesses and/or primary care providers with active panels.

Communicating with Members during a Hurricane

Member Inquiries to Call Center

National weather authorities typically issue tropical storm warnings within 36 hours of expected storm conditions resulting in sustained winds between of 39 to 73 mph. Upon issuance of such a tropical storm warning, Aetna Better Health initiates storm preparedness efforts which call for active monitoring of situation reports from emergency management officials, media alerts and other weather-related incident authorities, such as the National Oceanic and Atmospheric Administration's National Hurricane Center (NOAA). When a storm intensifies and upon authorities making a "hurricane watch" announcement (i.e., announcement of the possibility of sustained winds of 74 mph or higher), Aetna Better Health undertakes activities to secure its physical buildings and infrastructure (as more fully described in the Contingency Plans), and engages in specific preparedness and communication strategies with its membership, providers, DHH and the community.

During a hurricane watch or warning, the Aetna Better Health telephone lines will remain open, during normal operating hours, in order to provide members with the most up-to-date information available. Our Member Services personnel and Case Managers remain available to assist members in locating providers, getting medication refills, directing them to community resources or information regarding shelters or community established evacuation routes and other such assistance during the crisis. The Aetna Better Health personnel receives hurricane specific training to assist in this respect and upon issuance of a hurricane warning, they are provided with up to date written materials which they use for reference to address member hurricane-related inquiry calls. These materials can include parish specific information and emergency contact numbers, Internet resources and other information generally available to the public that assists the personnel in locating resources or answering member inquiries. Examples of these literature, include but are not limited to the following (Note that these are examples and are subject to updates and modifications which become available at the time of the weather related incident, i.e., in some instances it is not possible to assemble the exact reference materials and assembly is contingent on the emergency management or other authority issuance of guidance which is specific to the named storm/hurricane):



Guidance and Emergency Preparedness Information Resources and Websites available for reference for Aetna Better Health personnel

[Emergency Louisiana.gov](http://EmergencyLouisiana.gov)

<http://gov.louisiana.gov>

[Louisiana Governor's Office of Homeland Security & Emergency Preparedness](#)

[Louisiana Citizen Awareness & Disaster Evacuation Guides](#)

[Evacuation Information & Emergency Shelter Information and Checkpoints](#)

[Louisiana Volunteers In Action - Emergency Volunteer Registry](#)

[Louisiana Department of Health & Hospitals \(DHH\) Hurricane Information](#)

[Louisiana Developmental Disabilities Council Hurricane Information](#)

[Office for Citizens with Developmental Disabilities \(OCDD\) Emergency Preparedness](#)

[Louisiana State Police](#)

[Lake Charles Hurricane Forum](#)

[City of Lake Charles Emergency Preparedness](#)

[Calcasieu Office of Emergency Preparedness](#)

[Get a Game Plan](#)

[KPLC Hurricane Center](#)

[Emergency Disaster Resources from the Advocacy Center](#)

[Disaster Help](#)

[FEMA](#)

[American Red Cross of Southwest Louisiana](#)

[American Red Cross in Baton Rouge](#)

[310 Info - 211 Info for Southwest Louisiana](#)

[SWLA Chamber of Commerce](#)

[United Way of SWLA](#)

[NOAA National Weather Service](#)

[The Weather Channel -Tropical Update](#)

[F2FHIC - Family 2 Family Health Information Center](#)

[Louisiana Assistive Technology Access Network \(LATAN\)](#)

[Louisiana Developmental Disabilities Council \(DDC\)](#)

[Office of Aging & Adult Services \(OAAS\)](#)

[Office for Citizens with Developmental Disabilities \(OCDD\)](#)



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Guidance on Parish Emergency Management Contacts and Websites

Coastal Parishes Information

Parish	Emergency Management	Sheriff's Office	Web Site
Acadia	337-783-4357	337-788-8700	www.appj.org/Departments/emergency_management.htm
Assumption	985-369-7386	985-369-2912	www.assumptionoep.com/LEPCboardmembers.aspx
Calcasieu	337-721-3800	337-491-3600	www.cppj.net/dept/oep/Default.asp
Cameron	337-775-7048	337-775-5111	www.lsa.org/Louisiana_Sheriffs_Association/Sheriffs_Directory/Cameron/cameron.html
Iberia	337-369-4427	337-369-3711	http://iberiaparishgovernment.com/dept-911.asp
Jefferson	504-349-5360	504-349-5322	www.jeffparish.net/index.cfm?DocID=1163
Jefferson Davis	337-821-2100	337-821-2100	www.jdps.org/home.html
Lafayette	337-291-5075	337-232-9211	http://lafayetteoep.org
Lafourche	985-537-7603	985-532-2808	www.lafourchegov.org/lafourchegov/Departments_OEP.aspx
Orleans	504-658-8700	504-827-8505	www.cityofno.com/pg-46-1-emergency-preparedness.aspx
Plaquemines	504-297-5671	504-564-2525	www.plaqueminesparish.com/emergency-preparedness.php
St. Bernard	504-278-4267	504-271-2501	www.sbpj.net
St. Charles	985-783-5050	985-783-6807	www.stcharlesgov.net
St. James	225-562-2364	225-562-2200	www.stjamesla.com/James/EmergencyPre.htm
St. John the Baptist	985-652-2222	985-652-9513	www.sjbparish.com/eoc.asp
St. Martin	337-394-3071	337-394-3071	www.stmartinsheriff.org
St. Mary	985-385-2600	337-828-1960	www.stmary.k12.la.us/emergency.htm
St. Tammany	985-898-2359	985-898-2338	www.stpgov.org/departments_homeland.php
Terrebonne	985-873-6357	985-876-2500	www.tpcg.org/view.php?ff=ohsep
Vermilion	337-291-5075	337-232-9211	http://lafayetteoep.org



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The screenshot shows a webpage with a navigation menu on the left and a main content area. The main content area features a title "Parish Homeland Security & Emergency Preparedness Contact Numbers" and a table with columns for PARISH, DIRECTOR, VOICE, and FAX. The table lists contact information for 25 parishes: Acadia, Allen, Assumption, Avoyelles, Beauregard, Bienville, Calcasieu, Caldwell, Cameron, Catahoula, Chaliborne, Concordia, Debevoise, and East Baton Rouge. A search bar and a "2-1-1" logo are also visible on the left side of the page.

PARISH	DIRECTOR	VOICE	FAX
Acadia	Lee Hubert	(337) 783-4357 Email: lhubert@agps.org	(337) 788-6882
Allen	John Fisher	(337) 300-8032 Email: johnfisher@countyofallen.net	(337) 638-4328
Assumption	Rick Weber	(225) 621-4360 Email: rweber@gogov.us	(225) 621-6362
Assumption	John Boudreaux	(985) 369-7351 Email: johnboudreaux@assumptioncoep.com	(985) 369-7341
Avoyelles	Arzell Jones	(318) 240-9160 Email: arzelljones@trickett.net	(318) 240-9162
Beauregard	Ken Harlow	(337) 480-6442 Email: kharlow@beas.org	(337) 480-6400
Bienville	Rodney Warren	(318) 263-2019 Email: rwarren@bienvilleparish.org	(318) 263-7404
Caditot/Boechar	Sandy Davis	(318) 425-4391 Email: sdavis@cbchsep.org	(318) 425-6940
Calcasieu	Richard "Dick" Grandjean	(337) 721-3800 Email: dgrandjean@cpnj.net	(337) 437-3883
Caldwell	Dale Powell	(318) 649-3764 Email: dalepowell@calcsouth.net	(318) 648-3765
Cameron	Eddie Bernot	(337) 775-7045 Email: cameron_sep@parish.net	(337) 775-7043
Catahoula	Elle Boehle	(318) 744-6887 Email: elleboehle@catahoula.org	(318) 744-6887
Chaliborne	Denise Butcher	(318) 927-9575 Email: csep_rppj@calibornet.net	(318) 927-2115
Concordia	Maria White	(318) 787-6245 Email: concordia@calibornet.net	(318) 787-7200
Debevoise	Alan Bourde	(318) 872-3866 Email: debevoise@calibornet.net	(318) 872-2364
East Baton Rouge	JoAnne Moreau	(225) 389-2100 Email: jmoreau@ingov.com	(225) 389-2114

<http://gohsep.la.gov/parishoeppnumbers.aspx>

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Guidance on Established Emergency Evacuation Routes:

Evacuation Area of the State	Information Point Location	Address
Re-entry from Mississippi on U.S. 65 & U.S. 84	1. Tourist Welcome Center	U.S 165 & U.S. 84 1401 Carter Street Vidalia, LA
Re-entry from Mississippi on I-20	2. Tourist Welcome Center	836 I-20 West, Tallulah, LA
From Southeast area on LA 1	3. Paragon Casino	Paragon Place, Marksville, LA
From Southeast/Central area on I-49	4. Sammy's Truck Stop	I-49, Exit 53, 3601 LA 115 W Bunkie, LA
From Southeast/Central areas on U.S. 71	5. Med Express Office	7525 U.S. 71, Alexandria, LA
From Southeast/Southwest/ Central areas on U.S. 171 and I-49	6. P.E. Gym - LSU-Shreveport	One University Place, Shreveport, LA
From Southwest on U.S. 171	7. Pickering High School	180 Lebleu Rd., Leesville, LA
From Southwest/Central areas on U.S. 165	8. Tourist Information Center	8904 U.S. 165, Oberlin, LA
From Southeast area on LA 1	9. Maddie's Truck Plaza	15972 LA 1, Simmesport, LA

After business hours, the telephone lines will contain storm related information and other important information to direct callers to appropriate resources. Additionally, Aetna Better Health collaborates with DHH, Louisiana Association of Health Plans, state medical societies, state hospital associations and similar entities, to help provide consistency of hurricane related information, as we did for Hurricane Katrina, which included the establishment of an industry hotline to direct members needing contact or other information.

Special Needs Members

Members identified as having complex, chronic or disabling conditions or injuries, including other high-risk members, such as high-risk pregnancies, will have an Aetna Better Health Case Manager (CM) assigned to the member who will reach out to their assigned members when a hurricane warning is announced. A member's CM will collaborate with the member and their providers/caregivers in support of a care plan that includes information concerning disaster preparedness and a specific disaster plan. The care plan development process will include an assessment of the needs and challenges of the member in the event of a declared emergency or evacuation, such as in the case of a hurricane, along with recommendations and specific disaster related plans developed in concert with the member and the care team, and may include a copy of the member's personal disaster plan. Involvement and preparation of the member and the member's family/caregivers in development of their disaster plan is essential to the care plan development process. Upon completion of the care plan, a copy is provided to the member and his/her primary care physician (and other treating providers, as applicable), including provision of the plan to the member's relatives or other caregivers, upon request of the member.

The purpose of including disaster specific information and plans in a member's care plan is as follows:



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- 1) Provides information on where the member will relocate in the event of a mandatory evacuation, e.g., a general or special needs shelter or a hospital or Regional Perinatal Intensive Care Center (RPICC) for high-risk/pregnant members.
- 2) Provides essential contact information regarding the member's caregivers, including their contact information and relocation information (i.e., if a provider has plans to relocate during an emergency or a mandatory evacuation, alternate contact information on the provider is noted in the care plan to facilitate member and CM interactions before, during and after a hurricane)
- 3) Includes contingency plans for medical care, in the event the member is unable to reach his/her caregiver or the provider is inaccessible due to the evacuation or damage to existing treatment facilities (i.e. a contingency plan will have the names and contact information of facilities and providers, as applicable, in neighboring parishes or states, who may be utilized by the member on an out-of-network basis during an evacuation)
- 4) Guidance on what to do in an emergency
- 5) Specific shelter-related information for those individuals who will evacuate to a shelter, including special needs shelters
- 6) Information regarding electronic medical records, where applicable, is noted to facilitate transfer to out of area or emergency care providers, as may be applicable
- 7) A notation is made on how the member can get in touch with Aetna Better Health and his/her assigned CM and how communication throughout the emergency will be handled (For example, a member's individual care plan may state: "You should call your CM within 24 hours of hurricane landfall. If we do not hear from you, your CM will call you within 24 hours of hurricane landfall. If we are unable to reach you at that time, we will call the individual designated in the emergency contact information you provided. We will continue to re-establish contact with you, including calling your caregivers or designated contacts." i.e., a member specific strategy for communicating with the CM, member's caregivers or relatives, will be included in the member's established disaster recovery plan)

A sample disaster plan document is provided below for reference:



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OAAS Emergency Plan & Agreement Form

1. Participant Name:	
2. Participant Mailing Address:	
3. Participant Physical Address:	4. Parish:
5. Participant Phone Number(s):	6. Participant Age:
7. Physician's Name:	8. Physician's Phone Number:
9. Next of Kin:	10. Emergency Contact:
11. Planned Evacuation Place: (Must select one) <input type="checkbox"/> A. Home of family or friend: (List name, relationship & address) _____ <input type="checkbox"/> B. Medical Special Needs Shelter, MSNS: (Describe medical condition requiring MSNS care.) _____ <input type="checkbox"/> C. General Emergency Shelter: _____ <input type="checkbox"/> D. Other: (SC describe place and viability of option) _____	
12. Transportation: (Must select one of the below and complete the transportation contact information.) <input type="checkbox"/> A. Family or other natural support will provide transportation to the evacuation place. <input type="checkbox"/> B. Direct Service Provider (DSP) agrees to provide transportation to the evacuation place and remain with me until my support arrives.* Select type: <input type="checkbox"/> 1. Participant only <input type="checkbox"/> 2. Participant & manual wheelchair <input type="checkbox"/> 3. Participant & electric wheelchair <input type="checkbox"/> 4. Transport of DME: (List) _____ <input type="checkbox"/> C. Other: (If plan depends on any other form of transportation, i.e. ambulance transportation, describe.) _____ _____ _____ Transportation Contact information: (List at minimum, 2 names of persons responsible for your transportation in an emergency and their emergency contact numbers. <u>If transportation is by DSP, must list Direct Service Provider Supervisor & Direct Service Provider Director.</u>) _____ _____ _____ *If natural support does not arrive as anticipated, DSW will contact the SC and the regional waiver office and remain with the participant until help arrives.	

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Pregnant and High-Risk Pregnant Members

As part of its hurricane preparedness efforts, Aetna Better Health, during hurricane season, reaches out to pregnant and high-risk pregnancy members to establish specific evacuation plans. Pregnant members are instructed to discuss their hurricane and evacuation plans with their obstetrician, primary care physician or perinatal specialist, as may be applicable. Additionally, during initial contracting and credentialing, and periodically thereafter, Aetna Better Health documents physician preferences regarding evacuation of pregnant members through varying gestational periods. During a hurricane warning, Aetna Better Health Provider Services personnel reaches out to obstetricians and other care providers treating pregnant members to confirm or update the evacuation preferences of the pregnant members, according to the gestational age of the fetus.



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Aetna Better Health is aware that when a hurricane is forecast to hit an area within 24 hours, certain facilities may offer shelter for maternity patients or pregnant members who have a high-risk pregnancy, as determined by their physicians. During an evacuation, the member's physician may recommend that a pregnant member evacuate to the delivery hospital of their choice or in the case of a high-risk member, evacuate to a RPICC. These facilities generally establish hotlines that provide specific hurricane information regarding evacuations and the use of their facilities as shelters by pregnant members. Aetna Better Health monitors these hotlines and the hurricane shelter policies of these facilities in order to provide up to date information to pregnant members.

CMs provide pregnant members, including high-risk pregnant members, with specific hurricane related instructions at the time of their assessment and/or referral to obstetric services. This guidance provides that as the storm approaches, the pregnant member is to call their CM and any hotline established by the hospital designated as the delivery facility by the member. Generally, women who are 36 weeks pregnant or more or who are high-risk, may be permitted to shelter in the delivery facility, and may bring one adult to provide assistance. Other recommendations may be provided (in certain cases it must be specific to the facility), such as what to bring to the hospital, e.g. an air mattress and bedding, whether or not meals and water will be provided, regularly needed medications, and so forth.

Shelters

When a major disaster, such as a hurricane, threatens the population of Louisiana, certain medically dependent members may need to be evacuated to special needs shelters where professional care can continue by licensed physicians and nurses. Special needs shelters are designed for individuals who are homebound, chronically ill, or who have disabilities and are in need of medical or nursing care, have no other place to receive care, and cannot evacuate on their own. Special needs shelters are available to provide, to the extent practical, an environment in which the current level of health of evacuees with special needs can be sustained. For example, electrical power for support equipment, like oxygen converters, will be provided by generators within the special needs shelters, in the event that local power fails. Aetna Better Health monitors situation reports from government officials which announce the mandatory evacuation of special needs persons (typically conducted by State government officials prior to evacuation of the general population) and immediately thereafter, will contact their assigned members to provide assistance and guidance respective to shelters, evacuation plans and other disaster preparedness.

Each parish in Louisiana has designated local and regional special needs shelters. Openings of special need shelters are determined by the Louisiana Department of Health and Hospitals. The Aetna Better Health CMs and other medical management or call center personnel, have up to date listings of shelters, including special needs shelters, to assist members in their evacuation efforts, and keep listing of openings as they become available and are announced by the DHH. Additionally, Aetna Better Health personnel is aware that the Department of Social Services activates triage phone lines, during declared emergencies such as a hurricane warning, to assist residents in making their evacuation plans. These triage phone lines are there to assist members before they attempt to access a shelter to see that the individual is placed appropriately based upon their needs. These lines are activated at the discretion and upon announcement by DHH.



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Historically, those calling the triage lines will be screened by nurses to determine the level of care needed. If they need the services provided by the shelter, the triage line will assist the member in finding the appropriate shelter. Additionally, Aetna Better Health CMs are available to provide members with the triage telephone numbers and can stay on the line with a member, to assist in coordinating evacuation to a special need shelter.

The telephone numbers to call are:

- New Orleans 1-866-280-2068
- Baton Rouge 1-800-349-1372
- Houma-Thibodaux 1-800-228-9409
- Lafayette 1-800-901-3210
- Lake Charles 1-866-280-2711
- Alexandria 1-800-841-5778
- Shreveport 1-800-841-5776
- Monroe 1-866-280-7287
- Mandeville 1-866-280-7724

Persons with Disabilities

CM and other Aetna Better Health personnel also provide disaster preparedness, evacuation and other assistance that is tailored to meet the needs of those persons with physical, social or mental disabilities, including children with similar special health needs. During the care plan development process, CMs address the specific needs of persons with disabilities. For example, the CM may recommend that the member maintain a listing of certain important items and that they store these items with their Disaster Supply Kit. Items to consider include, but are not limited to: 1) Special equipment and supplies, e.g., hearing aid batteries, 2) Prescription names and dosages; 3) Names, addresses, and telephone numbers of doctors and pharmacist; and 4) Detailed information about the specifications of any medication regime or care plan.

Additionally, it is recommended that another family member, a friend or neighbor has access to this listing and is aware of the location of the member's emergency supplies. Members (or their caregivers or family members) who feel they will need assistance in a disaster, are encouraged to discuss their disability with their CM, relatives, friends, co-workers, and/or their care providers, as may be applicable. For example, if special arrangements to receive emergency messages are necessary, those plans should be established beforehand. If a member needs mobility assistance, such as a wheelchair, those persons who will assist in transportation the member during an evacuation should be knowledgeable about how to operate the wheelchair. Individuals who are dependent on a particular facility type or equipment, should note in their disaster plans, alternate locations (e.g., a dialysis dependent individuals should have the names, addresses, and phone numbers of other dialysis locations and facilities in the event their primary facility is temporarily or permanently unavailable due to a disaster or storm related damage).

Also, local emergency management offices or resources should be considered for assistance in locating resources which are specifically designed to address the needs of those persons with disabilities. Examples of literature and assistive written resources or referrals provided include but are not limited to:



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Take & Go Emergency Book for People with Disabilities & Their Families

3 Be Informed
About What Might Happen

Some of the things you can do to prepare for the unexpected, such as assembling an emergency supply kit and making an emergency plan, are the same regardless of the type of emergency. However, it's important to stay informed about what might happen and know what types of emergencies are likely to affect your region. For more information about specific types of emergencies, visit www.ready.gov.

Be prepared to adapt this information to your personal circumstances and make every effort to follow instructions received from authorities on the scene. Above all, stay calm, be patient and think before you act. With these simple preparations, you can be ready for the unexpected.

Preparing Makes Sense for People with Disabilities and Special Needs. Get Ready Now.

This information was developed by the U.S. Department of Homeland Security in consultation with AARP, the American Red Cross and the National Organization on Disability.

AARP American Red Cross
FEMA
Ready citizen Corps

Ready
Pages 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100

Preparing Makes Sense for People with Disabilities and Special Needs. Get Ready Now.

The likelihood that you and your family will recover from an emergency tomorrow often depends on the planning and preparation done today. While each person's abilities and needs are unique, every individual can take steps to prepare for all kinds of emergencies from fires and floods to potential terrorist attacks. By evaluating your own personal needs and making an emergency plan that fits those needs, you and your loved ones can be better prepared. This guide outlines commonsense measures individuals with disabilities, special needs and their caregivers can take to start preparing for emergencies before they happen. Preparing makes sense for people with disabilities and special needs.

Get Ready Now.

FEMA
www.ready.gov

1 Get a Kit
Of Emergency Supplies

The first step is to consider how an emergency might affect your individual needs. Plan to make it on your own, for at least three days. It's possible that you will not have access to a medical facility or even a drugstore. It is crucial that you and your family think about what kinds of resources you use on a daily basis and what you might do if those resources are limited or not available.

Basic Supplies: Think first about the basics for survival — food, water, clean air and any life-sustaining items you require. Consider two kits, in one kit put everything you will need to stay where you are and make it on your own for a period of time. The other kit should be a lightweight, smaller version you can take with you if you have to leave your home. Recommended basic emergency supplies include:

- Water, one gallon of water per person per day for at least three days, for drinking and sanitation
- Food, at least a three-day supply of non-perishable food and a can opener if kit contains canned food
- Battery-powered or hand crank radio and a NOAA Weather Radio with tone alert and extra batteries for both
- Flashlight and extra batteries
- First aid kit
- Whistle to signal for help
- Dust mask to help filter contaminated air and plastic sheeting and duct tape to shelter-in-place
- Moist towelettes, garbage bags and plastic ties for personal sanitation
- Wrench or pliers to turn off utilities
- Local maps
- Kit food, extra water and supplies for your pet or service animal



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National Level

Agency	Sample Resources
U.S. Department of Homeland Security	"Ready America" emergency preparedness materials: <ul style="list-style-type: none"> ● Family Emergency Plan (FEP) ● "Are You Ready?" manual ● "Preparing Makes Sense. Get Ready Now" brochure ● Emergency Supply List ● "Older Americans" Brochure ● "Disabilities and Special Needs" Brochure ● Online Instructional Videos
Federal Emergency Management Agency	"Preparing for Disaster for People with Disabilities and other Special Needs" brochure Online/telephonic application for disaster assistance Desktop widgets <ul style="list-style-type: none"> ● Hurricane Preparedness ● Disaster Assistance Resources
Centers for Disease Control	Website contains links describing emergency preparedness for the following hazards: <ul style="list-style-type: none"> ● Bioterrorism ● Chemical Emergencies ● Radiation Emergencies ● Mass Casualties ● Natural Disasters & Severe Weather ● Recent Outbreaks & Incidents
American Red Cross	Provides two types of assistance after a disaster – hard and soft. <ul style="list-style-type: none"> ● Hard assistance provides material items and may include feeding, shelter, clean-up kits, comfort kits and financial assistance. ● Soft assistance minimizes immediate disaster-caused suffering through listening, guidance, advocacy, and counseling. Website allows users to : <ul style="list-style-type: none"> ● Find a shelter ● Register themselves as "Safe and Well" and search other registrants



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Agency	Sample Resources
National Hurricane Center	<p>Website provides preparation and response measures for all hurricane hazards:</p> <ul style="list-style-type: none"> ● Storm surge ● High winds ● Tornadoes ● Flooding <p>Online vulnerability video Action Guidelines for Senior Citizens Hurricane Evacuation Kit</p>

State Level

Agency	Sample Resources
Governor’s Office of Homeland Security & Emergency Preparedness (GOHSEP)	<p>Louisiana Public Broadcasting Emergency Alert System (EAS) - During any type of major evacuation in the state, the Louisiana Emergency Alert System will broadcast evacuation information on all participating radio/TV stations for the affected areas.</p> <ul style="list-style-type: none"> ● AlertSense™ - Allows registrants to receive selected emergency alerts (Hurricane, Severe Thunderstorm, Tornado Watch & Warning) via certain communication devices (e.g. cell phone, BlackBerry or pager) <p>“Louisiana Earth” - Assists citizens in creating evacuation plans by providing access, via an application akin to Google Earth, to all of the State’s evacuation routes and sheltering points as well as other information essential during an evacuation, such as location of and available occupancy of hotels, gas stations, pharmacies, grocery stores, veterinary clinics and banks.</p> <ul style="list-style-type: none"> ● Will also serve as a mechanism to relay critical data during disasters to help inform the public on the status of response and recovery efforts. During hurricanes and other natural disasters, GOHSEP will be able to provide information such as the location of points of distribution (PODs), food stamp offices; unemployment claims offices, disaster recovery centers as well as the status of parishes’ power outages. <p>“Get a Game Plan” website featuring links to Emergency Preparedness information.</p> <ul style="list-style-type: none"> ● Provides links to Parish Homeland Security & Emergency Preparedness <p>Contact Numbers and Emergency Management Websites</p> <p>Louisiana Citizen Awareness & Disaster Evacuation Guide (Southeast) – Contains, a three-phased evacuation schedule based on geographic location and time for regions threatened by hurricane.</p>
Office of Public Health’s Center for Community Preparedness (CFCP)	<p>“Everybody Ready” brochure contains:</p> <ul style="list-style-type: none"> ● Contact info for Office of Public Health Regional Offices ● Web addresses for other State offices supporting Emergency Preparedness



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Agency	Sample Resources
<p>LA Department of Health and Hospitals (DHH)</p>	<p>Louisiana Emergency Preparedness Resource Guide: Includes Contact numbers and websites broken out by:</p> <ul style="list-style-type: none"> • State Agencies <ul style="list-style-type: none"> – Office of Aging and Adult Services – Website provides instructions on who to contact to provide continuity of care for individuals receiving Long- Term Supports and Services, such as Elderly/Disabled Adult (EDA) <ul style="list-style-type: none"> ◇ Waiver Services, Adult Day Health Care (ADHC) Waiver Services or ◇ Long-Term Personal Care Services (LT-PCS State Plan Services). Other resources include: <ul style="list-style-type: none"> ▫ Find a Safe Place Postcard ▫ Find a Safe Place Video ▫ Emergency Preparedness Guide ▫ Emergency Preparedness Information ▫ Emergency Preparedness Brochure ▫ Emergency Plan & Agreement Form (see attachment 21.44.b) ▫ Guide to Supports & Services for Individuals and Their Families Effected by Disasters (see attachment 21.44.c) ▫ Safety Protocols Resource Guide ▫ Education Services ▫ Communication Assistance <ul style="list-style-type: none"> Telecommunications Relay Services - Contact for telephone communication assistance for individuals who are deaf, hard of hearing, or with speech impairments. ▫ Advocacy & Support Groups: <ul style="list-style-type: none"> LATAN (Louisiana Assistive Technology Access Network) - Provides assistive devices and durable medical equipment for disaster survivors, as well as information regarding other programs and services for people with disabilities and age-related limitations who can benefit from assistive devices and daily living aids. VOAD (Voluntary Organizations Active in Disaster) - A collaborative and diverse committee comprised of agencies that specialize in liaison services: federal assistance programs, deadlines, coordination with other volunteer organizations and donation management. Additional services include helping populations with special needs, making appropriate referrals and assisting in reduction of benefit duplication. ▫ Disability Specific Organizations <ul style="list-style-type: none"> Alzheimer’s Association - Contact for referrals to community programs and services for people exhibiting problems with memory, decision making, self-care, communication and disorientation. Available to address caregiver stress.



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Parish Level (not all Parishes offer the same resources)

Agency	Sample Resources
Parish Offices of Emergency Preparedness and Homeland Security	<p>Ascension Parish:</p> <ul style="list-style-type: none"> ● Medical Special Needs Registry - A data bank of parish residents with medical conditions which will require assistance during an emergency or natural disaster, including the following. Residents may register via the Parish website or by calling the Parish Office of Homeland Security and Emergency Preparedness (see attachment 21.44.d) <ul style="list-style-type: none"> – Oxygen dependence – Mobility and transportation issues – Hearing or visual impairment – Mental illness and – Issues which require electricity to run medical equipment. <p>New Orleans Parish:</p> <ul style="list-style-type: none"> ● City Assisted Evacuation Plan (CAEP) - An evacuation method of last resort for those citizens who have no other means or has physical limitations that prohibit self-evacuation. Registration by “311 Hot-Line” Number, mail or city website required. <p>St Tammany Parish:</p> <ul style="list-style-type: none"> ● Senior Evacuation Notification System (see attachment 21.44.e) ● Special Needs Shelter Registration System <p>Tangipahoa Parish:</p> <ul style="list-style-type: none"> ● Tangipahoa Alert System – A free web-based system being offered to the public that stays active on a desktop and serves as a weather radio and emergency alert system



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**Louisiana Guide to Supports & Services for
Individuals with Disabilities, Elders and Their Families Effected by Disasters**

State Agencies		
Department of Health & Hospitals (DHH)	Protects and promotes health and ensures access to medical, preventive, and rehabilitative services. Contact for services and assistance related to addictive disorders, aging, mental health, developmental disabilities, public health, and Medicaid.	DHH Emergency Operations Behavioral Health Desk: (225) 763-5734 (225) 342-9500 www.dhh.louisiana.gov
	Office of Addictive Disorders -Promotes and supports individuals, families and communities in the prevention and treatment of addictive disorders.	(225) 342-6717 www.dhh.louisiana.gov/offices/?ID=23
	Office of Aging and Adult Services -Serves aging adults and people with adult-onset disabilities.	(866) 758-5035 www.dhh.louisiana.gov/offices/?ID=105
	Office of Mental Health -Provides treatment, rehabilitation and follow-up care for individuals with mental and emotional disorders.	(225) 342-2540 www.dhh.louisiana.gov/offices/?ID=62
	Office for Citizens with Developmental Disabilities - Provides supports and services to people with developmental disabilities. Also provides early intervention services to families, infants and toddlers 0-36 months who have developmental delays or who have a medical condition likely to result in a developmental disability (Early Steps).	(225) 342-0095 (866) 783-5553 www.dhh.louisiana.gov/offices/?ID=77 Early Steps: (866) Early Steps (866) 327-5978 www.dhh.louisiana.gov/offices/?ID=334
Protective Services	Offers protective services to investigate possible abuse, neglect and exploitation and to arrange services in those instances where it is found. Agencies to contact are listed below based on the age of person involved:	
	Children up to age 18: The Department of Social Services, Office of Community Services	(225) 295-4571 www.dss.state.la.us (click on the link "Report Child Abuse/Neglect")
	Adults who have disabilities age 18 through 59 and emancipated minors: The Department of Health and Hospitals, Adult Protective Services	(800) 898-4910 www.dhh.louisiana.gov/office/?ID=95
Department of Social Services (DSS)	Develops and provides social services and employment rehabilitation services for persons with disabilities. Contact for services related to rehabilitation, family support, and community services.	(225) 342-0286 www.dss.louisiana.gov
	Louisiana Rehabilitation Services (LRS) - Assists persons with disabilities to obtain/maintain employment and/or achieve independence by providing rehabilitation services and working cooperatively with business and other community resources.	(800) 737-2958 www.dss.louisiana.gov
Office of Juvenile Justice	Provides services to youth who are at-risk or delinquent, including those with disabilities. Contact for related services.	(225) 287-7900 www.ojj.la.gov
Governor's Office of Disability Affairs	Facilitates access to the opportunities needed for people with disabilities to live as fully engaged participants in society. Provides information and referrals to independent living centers.	(877) 668-2722 VRS: (888) 890-6996 Email: disability.affairs@la.gov
Governor's Office of Elderly Affairs	Administers a broad range of home and community based services through a network of area agencies on Aging (e.g., LouisianaAnswers.com, Louisiana Senior, Long Term Care Ombudsmen and Elderly Protective Services).	(877) 340-9100 http://goea.louisiana.gov www.LouisianaAnswers.com www.LouisianaSenior.org
Education Services		
Department of Education	Maintains information for displaced students/teachers. Also provides verification of eligibility for Special Education Services for transferring or homeless children through SER (Special Education Reporting) System. Contact for related information.	(877) 453-2721 www.doe.state.la.us SER (Special Education Reporting System) (225) 342-6215 www.doe.state.la.us/ide/nsir/1213.html
	Louisiana School for the Deaf	Contact for services for children who have a hearing loss. (888) 769-8111 (in-state toll free) www.lascd.org
Louisiana School for the Visually Impaired	Contact for information related to education and support services for children who are blind or visually impaired.	(225) 342-8694 www.lsvi.org
Communication		
Telecommunications Relay Services	Contact for telephone communication assistance for individuals who are deaf, hard of hearing, or with speech impairments.	(800) 947-5277 (V) (800) 846-5277 (TTY); 711 (TTY) (888) 550-5277 (ASCII) (888) 272-5530 (Speech to Speech) (800) 737-1813 (Spanish)



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Responsiveness to DHH

At anytime that Aetna Better Health finds it necessary to activate any one of its business continuity and related disaster plans, our Chief Operating Officer or other CERT leader, as requested, will contact the DHH to provide notification that a Contingency Plan has been activated. Upon contract award, Aetna Better Health will update its Contingency Plans to include the exact name and contact information for a single point of contact, or other parties as designated by DHH, to receive such notification. Likewise, Aetna Better Health's CERT Leader will act as the single point of contact for the DHH.

Aetna Better Health will coordinate activities with DHH which support and communications with our members, and which maximize the efficiency of these communications while minimizing the distribution of conflicting information and number of communications received by our members. Aetna Better Health will also be available to assist DHH in distributing information the DHH wishes to distribute to our members using both our normal and contingency distribution methods. In the event that Aetna Better Health needs to reroute part or all of our operations temporarily to another location, we will promptly notify DHH through our mutual single points of contact. Should the relocation require DHH to use different contact information (email addresses, phone numbers, etc.) to contact Aetna Better Health, we will make these known and immediately available to DHH and its personnel.

Responsiveness to Providers

To support efficient communications with contracted providers during an emergency, Aetna Better Health maintains up to date records for each credentialed physician, and available to personnel, as necessary, so as to facilitate ongoing and emergency communications with network providers. Contracted providers, during their initial and ongoing trainings, are asked to notify Aetna Better Health of any plans to relocate or evacuate during an emergency. This information is captured during the initial contracting stages and can be updated by a contracted provider at anytime by contacting the Provider Services or Network Development representatives or by contacting Aetna Better Health through other established modes of communication such as electronic mail or messages sent via the provider Internet portal. During a hurricane watch, the pre-submitted provider contact information or any relocation or backup contact information, such as business or personal electronic mail addresses, is used to support Aetna Better Health in its mass communication and responsiveness efforts with the contracted provider network. Additionally, during a hurricane watch, Aetna Better Health provides parish specific information and banners, on its provider Internet portal, including the posting of any hurricane related information or links which may be useful in assisting the provider with his/her own personal hurricane preparedness plans or in assisting his/her patients.

Examples of parish specific information, for parishes under mandatory evacuation, would include information similar to the following (Note that the information provided by Aetna Better Health on its Internet portal is subject to updates or modifications initiated by the specific parish and the circumstances of the particular storm, as such, the below is provided as a "reference" citing the types of information which may be provided, noting that prior to posting any parish or hurricane specific information, Aetna Better Health designated personnel defers to resources which have been previously vetted and posts information which is current, at the time of an issued hurricane watch):



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Parish of Ascension

If an evacuation is specific to the Parish of Ascension, the provider Internet portal will provide a “link” to the Ascension parish, e.g., Ascension Parish Office of Homeland Security & Emergency Preparedness, along with other Ascension Parish specific information as follows:

Internet Link for Ascension parish Office of Homeland Security & Emergency Preparedness

http://www.ascensionparish.net/index.php?option=com_content&view=article&id=65&Itemid=101

Medical and Special Needs

In the Parish of Ascension, a Medical Special Needs registry exists for those individuals dependent on oxygen, and as such, the specific telephone number, e.g. the Community information number, 1-866-390-2303, will be provided.

Radio Stations Providing Emergency Information

WYNK	FM	101.5
WFMF	FM	102.5
KQXL	FM	106.5
KKAY	AM	1590
WNXX	FM	104.9

Parish Cable TV Stations Broadcasting Hurricane-related Information

APTV-Channel 21

Cox Communications (all cable channels)

EATEL

WAFB-Channel 9 (local cable channel 7)

WBRZ-Channel 2 (local cable channel 5)

WVLA-Channel 33 (local cable channel 3)

WGMB-Channel 44 (local cable channel 6 in Gonzales; local cable channel 12 in Donaldsonville)

School Closures and Emergency Shelters

Information concerning the opening of schools as emergency shelters will be announced on the Parish Cable TV Emergency Alerting System and the Parish Emergency Alerting System radio station KKAY AM 1590

Evacuation Routes and Maps

Information, including maps, relative to evacuation routes will be communicated via the Emergency Alert System, at the time a hurricane watch is issued.



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Alert Notification System

Ascension Parish LA Emergency Notification Registration

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<https://alertregistration.com/ascensionparish/>

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Additionally, as part of its hurricane and disaster preparedness efforts, the Aetna Better Health Provider Services Department, along with designated medical management personnel, works towards identifying those providers or provider types which are highly-utilized by members or who are care givers to at-risk populations, such as those serving members under an active course of treatment, those treating members with an assigned Case Manager, providers who care for the medically fragile, children, or other special needs members and those treating members enrolled in an Aetna Better Health’s Disease Management program. These providers are targeted for specialized communications during a hurricane watch as follows: Upon receiving notification of a hurricane watch, the Provider Services personnel, in concert with the Case Managers, will work towards notifying high-volume providers, e.g., highly utilized providers or specialties, and providers serving at-risk populations, of the impending hurricane. Provider evacuation plans and alternate contact information will be confirmed and shared with Case Managers. Additionally, Case Managers will discuss care coordination during the emergency, pursuant to established care



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plans and disaster plans included or referenced in the care plan, with the appropriate physicians. The Case Managers, in collaboration with care team members, will discuss any coverage policies which might be modified in response to the emergency, e.g. such as lifting prior authorization requirements.

Assisting Network and non-network Providers in the GSA

Case Managers will work to help members gain access to appropriate care to network providers. Provider Services will also work with the network providers in the evacuated GSAs to determine how to temporarily transition member records to alternate locations. Aetna Better Health Provider Services personnel are experienced in assisting in co-location provider coordination, and can also assist network providers in rendering care at other locations within the GSA or in accommodating other network providers within their own facility such that increased care demands are responded to appropriately. Providers who have evacuated will also be assisted with certain procedural exceptions, such as lifting claim submission timeframes to allow displaced providers additional time in gathering necessary claim information. The Provider Services personnel would also work closely with the providers in the community to determine how we can assist them with the influx of members from evacuated service areas. This assistance could include offering on-site provider relations assistance, access to member advocates to assist members in getting the care they need and finding alternate providers.

Out of area network

Aetna Better Health recognizes that during an evacuation, our members may need to seek care in alternative settings. Each business unit of the company has a continuity plan that incorporates specific operating considerations related to a pandemic, emergency, or disaster and which are specific to their functional area or core services. Aetna Better Health is prepared to make policy or procedural modifications as necessary both to our internal operations and to our coverage policies based on clinical considerations as well as direction from state and federal authorities. These modifications can take the form of approving requests for out-of-network services, and lifting certain medical prior authorization and referral requirements.

Additionally, Aetna Better Health is currently building a statewide network, to supplement our existing provider network in Louisiana and to provide service throughout all GSAs. Therefore, if members were evacuated to other parts of the state, we would already have contracts in place to serve those members. Moreover, Aetna Better Health could leverage its existing commercial provider networks as means of providing network access to evacuated members. Aetna Better Health can also issue single case agreements that allow individuals to seek care from out-of-network providers if a clinical specialty is not available within Aetna Better Health's network or for those living in mandatory evacuation areas. Our personnel would also contact community resources, primary care providers and other highly utilized specialties to establish long term plans to provide care outside the GSAs, and to determine which offices are open or have transferred services to a temporary location. Contracting efforts are also underway in bordering states, to supplement already existing network arrangements in place in the event of an influx of members from Louisiana to the border state and to address the influx of any one network provider with the GSA. Additionally, Provider Services, in the event of widespread evacuations, will work towards establishing long-term letters of agreements (i.e., to meet expected period of evacuation) with providers and facilities in bordering states, plus certain operational



requirements will be modified, such as temporarily permitting care for covered services from all provider types, regardless of prior authorization documentation.

Medicaid Providers in Texas

Aetna Better Health Network Development personnel are aware that in the past, specifically during Hurricane Katrina, Texas Medicaid providers were permitted to enroll with the Louisiana Medicaid program. During subsequent hurricanes, Louisiana offered disaster enrollment provider packets to Medicaid providers, and permitted previously enrolled providers to reactivate their enrollment as a Louisiana Medicaid provider. The reactivation was made possible through a designated support telephone number where the provider was identified through providing his/her Hurricane Katrina Provider Number and National Provider Identifier. The State may implement these programs or similar programs in the future. As such, Network Development personnel will monitor such developments and programs as an additional means of accessing providers and making care available to its membership under a hurricane or evacuation scenario.

Collaboration and Responsiveness within the Community

Aetna Better Health is an active member of the emergency management task force formed by our largest industry trade group, America's Health Insurance Plans (AHIP), who under collaborate efforts with industry partners and other insurers, formulate industry plans for a pandemic, along with other widespread emergencies like hurricane response. Aetna Better Health will continue to collaborate with AHIP and other such community planning resources to maximize responsiveness within the community. Aetna Better Health is also a member of the Louisiana Association of Health Plans (LAHP) and will coordinate our efforts with any LAHP activities in developing or activating our Contingency Plans, as applicable. Aetna Better Health is also aware that the state of Louisiana has invested significant federal and state dollars towards development of an emergency preparedness and response system which supports the seamless integration and implementation of national, state and parish-level emergency response initiatives. To this end, Aetna Better Health will collaborate with community resources in advance of a hurricane, to coordinate disaster efforts and other communications which may be necessary during a widespread evacuation and hurricane warning.



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The purpose of Aetna Better Health's Contingency Plan, collectively comprised of the Business Continuity Plan (BCP) and the Disaster Recovery Plan (DRP), hereinafter referred to as the Contingency Plan, and is to see that impacted critical business areas receive the highest priority for recovering their function within established recovery time objectives. This includes addressing widespread damage caused not only to Aetna Better Health systems or buildings, but also taking into consideration the devastating effects a hurricane can have on residents, businesses (e.g., network providers and hospitals), personnel, and members living in an affected Geographical Service Area (GSA), as well as strain imposed on neighboring states or areas who open their communities to evacuees. The Contingency Plan contains strategies for working with out of area communities and resources under such circumstances, along with critical team rosters, contact numbers and other business continuity or recovery strategies, including alternate site resource arrangements, and provide the framework to address continued critical operations and supportive communications with Aetna Better Health personnel, network providers and/or members who are either temporarily or permanently displaced from the GSA served. These plans direct each business continuity team in the recovery of their most critical business processes, such as the operation of call centers and if applicable, assist personnel in creating contingency plans which address staffing shortages resulting from mandatory evacuation orders or governmental authority disaster recovery efforts which impede repatriation of necessary personnel.

In the event of a major business disruption, pandemic or natural disaster such as a hurricane, the Contingency Plan provides Aetna Better Health with the planning and capability to make all mission-critical information systems, including call operation functions, available for limited use within hours and provide full system capability within 72 hours. While addressing commercial property damage is important to Aetna Better Health, temporary business interruptions, such as a non-operational call center, could post the greatest threat to the vast majority of members. Aetna Better Health, together with its affiliates, address this concern through the maintenance of a detailed business continuity program with over 300 site specific plans to address its critical business work group operations. Aetna Better Health considers Call Center operations to be a "mission critical" function and as such, Call Center operation continuity or immediate resumption is undertaken as a Contingency Plan priority.

Upon notification that a hurricane may impact the Louisiana service area (approximately 96 to 48 hours prior to expected local landfall), Aetna Better Health begins to enact its Contingency Plan and starts to take the necessary steps. Aetna Better Health monitors the NOAA website and other media outlets for weather-related alerts, to determine needs specific to the forecasted weather-event and determine the course of action to follow, in accordance with established plans, and in order to see that service disruption is minimal and communications with members, providers, DHH and the community remain at the expected level or are restored within a reasonable time period.

Call Center Operations

As a national Medicaid health insurer, Aetna Better Health has 10 separate call centers in 10 different states, with one call center that operates on a 24 hours, 7 days a week basis, providing Aetna Better Health with the flexibility to shift work from impacted sites to other sites. This telephonic infrastructure supports call center operations without disruption and allows Aetna



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Better Health to stay in communication with its members, providers, the community and the DHH, before, during and after most weather-related emergencies, such as a hurricane or a severe wind event such as a tornado. In the event of an office outage, processing can be transferred immediately to other offices within Aetna Better Health's network with little or no disruption to service levels (Note that transfer can occur remotely and from satellite offices such that a storm's impact to a physical structure would not adversely affect Aetna Better Health's capability to transfer operations). Our various calls centers are connected through the Avaya telephone system, a robust and resilient phone system, which allows call center interconnectivity and integration such that calls can be routed seamlessly from one Aetna Better Health affiliate to another.

Aetna Better Health also utilizes a virtual call center which is staffed by several thousand of our customer service personnel who works from home and from locations throughout the United States. This means that when one area of the country is struggling with a crisis, like a hurricane or snow storm, Aetna Better Health can still serve its covered Medicaid population efficiently. These "virtual" call centers are beneficial in pandemic situations and localized disasters such as those caused by hurricanes or tornados, since these employees reside at different locations throughout the country and as such, when an event affects one or even multiple regions of the country simultaneously, our work-at-home capabilities of our employees and dispersed national call and claim infrastructure, permit us to optimize available resources throughout the country and allow us to maintain essential services and continued communication with our customers.

Aetna Better Health has long been a proponent of flexible work arrangements, including telecommuting. Much of our work force is already on a full-time telework schedule. As part of our disaster preparedness planning, Aetna Better Health studied the feasibility of whether more employees could temporarily telework in response to office closings resulting from hurricane or wind-damaged buildings or in response to increased call volumes from temporarily or permanently displaced members (i.e., Experience dictates that call volumes do increase during a catastrophic event, for example, displaced members will have more questions related to care access and availability of healthcare resources, especially if they are out of the service area for an extended period of time or if they have been relocated to shelters or other temporary housing). Based on that review, we found that a majority of our workforce could continue to perform their functions on a work-at-home basis (i.e. existing teleworker personnel and personnel normally situated and working in a physical Aetna Better Health facility could resume critical functions from remote locations and offices) for a temporary or indefinite period of time. The reason for this is that many employees already have the personal infrastructure and secure access authority granted by Aetna Better Health's systems to perform work remotely on a part-time basis, and others have at least high-speed broadband in their homes and other Aetna Better Health required hardware and connectivity arrangements to support additional access if needed. While we do not rely on teleworking as a standalone strategy for responding to a weather-related emergency, our remote-access capabilities do allow many Aetna Better Health personnel, such as Member Services and Case Managers (CMs) to work from home or at other locations, for indeterminate periods of time.

As stated earlier, our established contingency plans also provide mechanisms for engaging supplemental staffing to support call volume increases, through the addition of more work-at-



home arrangements from offices in parts of the country not affected by a hurricane or wind event. Moreover, in the unlikely event that a disaster provokes such a severe and wide-spread staffing shortage in a hurricane or other weather damaged area resulting in teleworker and additional staffing solutions being exhausted, Aetna Better Health continues to provide manpower to support the ongoing operation of crucial functions, through previously identified/existing personnel whose day-to-day duties are non-essential during an emergency, who have been “cross-trained” and can be redeployed to supplement existing personnel for critical functions such as Member Services and other important areas such medical management, e.g., Prior Authorization personnel.

If a particular area is under a weather related emergency, such that severe weather is expected or structural damage from severe weather has already occurred, resulting in lack of call center personnel or resources, BCP leaders will be contacted by Call Managers to assist in assessing the situation and the need to implement any call center related Contingency Plan that deal with interruptions to call center operations. In response, BCP leaders may decide to route calls to other Aetna Better Health regional offices or call centers, and to deploy stand-by or other cross-trained teleworker personnel from outside the affected area to temporarily assist the call center in maintaining communications.

For each weather related event, in cases where call center operations are not disrupted but call volumes are greater than normal or a staffing shortage exists, Member Services Managers are instructed to look within their own segments for assistance. After exhausting their preliminarily contingency staffing plans, Member Services Managers will reach out to external segments and resources.

If during an incident, Member Services Managers determine that member wait time will be longer than normal, he/she may choose to evoke a delay announcement advising the caller of the reason for the delay, e.g. weather related event causing delays, and advising the caller of the extended wait time.

Sample Business Continuity for Call Center Operations

Each call center designates an administrative segment owner who is responsible for the overall call center operations and who, in a crisis situation, is supported by several personnel such as Divisional Operation Managers, Business Continuity Coordinator(s), team leaders and other personnel who are collectively responsible for developing, updating, and maintaining up-to-date BCPs for their assigned call center operations. Call center specific BCP plans are developed to provide recovery guidelines and procedures to respond to an event impacting the critical business functions of the call center and personnel. A standard call center BCP outlines basic levels of processing, e.g. framework, procedures, and information required to meet recovery time objectives and sustain existing processes until normal functions have been restored. Localized call center operation BCP strategies can include the following purposes and objectives:

- Assumptions regarding the types of catastrophic events personnel will need to address, including preparedness strategies
- Recovery strategy
- Roles and responsibilities



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- Recovery Procedures for Assumptions, including initial response, recovery and restoration processes.
- Detailed information regarding the team members, applications used, internal and external contacts, and resources required for recovery
- Addendum & Appendices, if applicable

Specifics may include:

- To provide procedures in the event of disruption to critical business functions.
- To see that calls are handled with as little disruption possible to our members and network providers
- Safety of our employees.
- Provide the localized call center with guidelines and procedures to implement and recover the call center with minimal disruption to our members
- Determine re-allocation of work to other Aetna Better Health sites until the affected site is back to normal.
- Notify all appropriate internal & external contacts, and remain in communications with Federal, State or other regulatory authorities or interested parties, e.g., the Louisiana Department of Health and Hospitals
- Ensuring preparedness and availability of the team members to respond to the disaster.
- Setting recovery priorities.
- Administering a successful transition back to the pre-disaster environment.
- Phone recovery time objective is 4 hours after situation arises.
- Meet recovery time objectives specific to any state mandates for call center operations, disaster preparedness and response, correspondence and other written materials receipt or distribution, communications internally and externally, complaints, appeals & litigation, and so forth
- To immediately assess the situation and quickly deploy personnel, if necessary to an alternate work location or systematically shift work to an alternate site or to existing, part-time or other stand-by tele-health personnel

General Assumptions

Aetna Better Health call center specific BCPs are based on a number of assumptions, which are critical to the proper execution and deployment of its overall Contingency Plans. Recovery teams need to prepare to respond to a variety of scenarios, three of which will be referenced and sampled as follows:

- Scenario One – System OK, no Building
- Scenario Two – Building OK, No Systems
- Scenario Three – Widespread Severe Staffing Shortage

1. Scenario One – “Systems OK, No Building”

For example, the assumption is that the office building has had major damage resulting from a wind event, major fire, floor or roof has collapse or other issue has damaged the building; however, systems remain operational. This scenario assumes the total loss of the building in which the call center operation is located and all its contents.



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This site specific BCP is designed to react to the loss of the facility that is home to personnel, i.e., react to the loss of the building where Aetna Better Health personnel currently works in where the building, due to physical or structural damage or otherwise becomes unavailable for an extended period of time, e.g., up to 8 weeks or greater, but other Aetna Better Health locations and business suppliers are unaffected. For an office building outage affecting a local building, Aetna Better Health will utilize a strategy of one building backing up the other depending on which location or building is affected, i.e., space may be made available for Contingency Plan teams in nearby Aetna Better Health facilities, e.g., Florida or Texas facilities or other bordering States or counties where Aetna Better Health has an established presence and facility. If it turns out that all nearby buildings are experiencing outages of some sort, i.e., no nearby Aetna Better Health Facilities exist, we will utilize a strategy of rapid deployment of office based workers to other operational sites, i.e., transfer personnel to work in Connecticut, New York, or Arizona, and/or rapid deployment of teleworker personnel, and we will immediately re-route local member or prior authorization phone lines to affiliate call centers to enable calls, claims and other critical functions to continue allow for their handling by Aetna Better Health affiliates. Work-arounds, re-allocation of work and work at home are all viable recovery strategies and will be considered and utilized as appropriate.

Phase 1A - Initial Response - during Normal Business Hours (Scenario One – System OK, no Building)

	Task	Coordinate With	Refer To
1.	Perform appropriate immediate action (e.g., sound fire alarm).	Security or Property Management	Site Crisis Management Plan (Contingency Plan)
2.	Notify Corporate Security AND your local security team	Corporate Security	Back of Aetna Better Health Badge
3.	If necessary, evacuate the building. If safe to do so, employees should bring with them car keys, purses, cell phones, medications, laptops, etc. See that mobility and hearing impaired personnel are assisted and status is made known at the Command Center.	Site Lead, Fire Wardens	Site Contingency Plan
4.	If evacuated, one BCP Coordinator is to meet at designated, pre-determined command center	Site Lead, Contingency Plan Coordinator, other BCP Coordinators	Site Contingency Plan
5.	An Alternate BCP Coordinator or team lead should accompany the BCP Team Members to the external or internal assembly area, as appropriate to account for personnel, maintain communications with BCP Coordinator and stand by for instructions.	BCP Coordinator & Contingency Plan Team	Site Contingency Plan
6.	If not evacuated (e.g., external hazard), meet at the Internal On-Site Command Center	Site Lead, Contingency Plan Coordinator, other BCP Coordinators	Site Contingency Plan
7.	Upon completion of assembly, account for your team and provide results to your assembly area	Assembly Area Coordinator or Command Center	Site Contingency Plan



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	Task	Coordinate With	Refer To
	coordinator or command center as appropriate. Inform emergency personnel of anyone not accounted for or injured.	personnel as assigned. Fire, Police or EMS (Emergency Medical Services),	
8.	After instructed it is OK to do so, send personnel home with instructions to call Aetna Better Health's designated event management hotline and/or Local Site Emergency number or identify other means of contact (if indicated) for further instructions	Site Lead, Contingency Plan Coordinator	[Aetna Better Health's Event Management Hotline and/or Local Site Emergency number for overseas operations
9.	Receive updates of situation reports concerning building status and expected time of re-entry.	Site Lead, Contingency Plan Coordinator, Facilities and Fire Marshal Property Management	Site Contingency Plan
10.	After personnel have safely left the site and upon Site Lead instructions, proceed to the Command Center	Site Lead, Contingency Plan Coordinator, Facilities Management	Refer to driving directions to Command Centers and Recovery Sites
11.	If applicable, BCP Team Call Coordinators begins to call their internal contacts at alternate Aetna Better Health sites to determine capacity of handling call volume.	BCP Call Manager	Call Manager's Contingency Plan
12.	If applicable, BCP Team Call Coordinators will determine escalation of Contingency Plan reallocation of phones and enact all effected call cue emergencies.	BCP Call Manager	Call Manager's Contingency Plan
13.	Receive updates of situation transition to Scenario One, Phase 2 below, when appropriate.	Site Lead, Contingency Plan Coordinator, Facilities Management	Scenario One, Phase 2

Phase 1B - Initial Response - after Normal Business Hours (Scenario One – System OK, no Building)

	Task	Coordinate With	Refer To
1.	BCP Coordinator is contacted by Site Lead, or designee, and provided the following information: <ul style="list-style-type: none"> • What has happened? • Were any employees injured? • Is access to office restricted? • What systems are available? • What other departments were impacted? • Has business been impacted? • Will Command Center be activated, if so when, where and how? 	Site Lead, Contingency Plan Coordinator or designee	Site Contingency Plan



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Task	Coordinate With	Refer To
<ul style="list-style-type: none"> Keep track of who you notified and when. 		
2. BCP Coordinator obtains a “Live Meeting” number for conference calls. (Use your assigned Contingency Plan Live Meeting number that should have been previously setup). As a backup, Corporate Security can be contacted to obtain a generic “live meeting” number.	Corporate Security. Please clearly state that you are looking for a “live meeting” number for an emergency situation.	Telephone number obtained
3. BCP Coordinator begins call tree for BCP recovery team, advises them of situation and conference call number. Call Management invokes appropriate treatment and updates emergency lines. Employees will be instructed to monitor the hotline and/or Local Site Emergency number for overseas operations to receive general updates on office status.	Alt. BCP Coordinator	Refer to Contingency Plan
4. If applicable, BCP Call Coordinator notifies internal contacts at alternate Aetna Better Health sites to determine capacity and timing for handling call volume.	Alt. Site Call Manager	Call Manager’s DBAR Plan
5. Attend ongoing Command Center meetings via the Virtual or physical meeting locations as called for by Contingency Plan Team Site Lead. Bring necessary items to do work at the recovery location (e.g. laptops, cell phone, chargers etc).	Site Lead, Contingency Plan Coordinator, Facilities or designee	Contingency Plan Driving direction to Command Centers and Recovery Sites

Phase 2- Recovery Operations (Scenario One – System OK, no Building)

Task	Coordinate With	Refer To
1. Call Coordinator continues to monitor incoming call volume and monitors call allocation performance and determines sites to allocate to. Customers may be prioritized and/or hours of service may have to be closely managed and may include overtime.	BCP Coordinator and Site Managers Regional Call Manager	Call Manager’s Contingency Plan
2. BCP Coordinator to receive status reports from IT and Facilities about the recoverability of all IT systems and building. BCP Coordinator will be kept informed on status of capacity by other sites from Regional Claim Coordinator and Regional Call Coordinator.	Site Lead, Contingency Plan Coordinator, Contingency Plan Team, Regional Claim Coordinator, Regional Call Manager	Site Contingency Plan
3. Call internal contacts (those not already contacted) including Sales & Marketing contacts and specific plan sponsors and external contacts and advise of new workflows.	BCP Team members	Contact Lists



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	Task	Coordinate With	Refer To
4.	Site Management updates the BCP Coordinators on building status, recovery operations and emergency situation.	Site Lead, Contingency Plan Facilities Team	Site Contingency Plan
5.	BCP Coordinator will conduct a meeting with BCP Team to explain next steps and to assess required logistics. (Use your assigned Contingency Plan /BCP Live Meeting number that should have been previously setup). As a backup Corporate Security can be contacted for a generic "Live Meeting" number.	Call Corp Security. Please state clearly that you are looking for a "Live Meeting" number for an emergency situation.	BCP Team
6.	BCP Coordinator makes determination as to whether to offer/ask employees to transition to Telework, work in another Aetna Better Health office or other facility as decided by Contingency Plan Site Lead, department management and Corporate Event Response Team (CERT).	Contingency Plan Site Lead, Department Senior Management, Contingency Plan Human Resources Business Partner (HR BP), Contingency Plan Resource Coordinator	Site Contingency Plan
7.	BCP Coordinator to determine number of personnel and other resources needed to provide an effective level of service to constituents. Develop plan details and advise personnel of recovery plans.	Department Senior Management & Contingency Plan HR BP, Contingency Plan Resource Coordinator & CERT	Site Contingency Plan
8.	Develop list of BCP Team members that will be relocated to each alternate site or to Telework and provide that list to Contingency Plan Resource Coordinator.	Department Senior Management & Contingency Plan HR BP, Contingency Plan Resource Coordinator & CERT	Site Contingency Plan
9.	BCP Coordinator, or designee, makes travel arrangements for relocation of personnel and equipment.	Site Lead, Contingency Plan HR BP, Contingency Plan Resource Coordinator & CERT	Site Contingency Plan , CERT Plans
10.	BCP Team members report to recovery site at prearranged meeting spot for work until further notice. Team members are provided with information on logistics.	Site Lead, Contingency Plan Coordinator, Contingency Plan HR BP, Contingency Plan Resource Coordinator & CERT; Recovery Site Contingency Plan Coordinator	Site Contingency Plan , Recovery Site Contingency Plan
11.	BCP Coordinator, or designee, arranges retrieval of vital records and files from damaged building and moving them to the recovery site or sites.	Site Contingency Plan Coordinator, Site Contingency Plan RES/Facilities Team, Recovery Site Contingency Plan Coordinator	Site Contingency Plan



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	Task	Coordinate With	Refer To
12.	If primary records are destroyed, BCP Coordinator, or designee, arranges retrieval of vital records and files from source backup location and moving them to the recovery site or sites.	Site Contingency Plan Coordinator, Site Contingency Plan RES/Facilities Team, Recovery Site Contingency Plan Coordinator	Site Contingency Plan
13.	BCP Coordinator arranges for the redirection of mail and parcel deliveries to recovery site(s) or other offices as required supporting alternate work flows.	Contingency Plan Coordinator, CERT RES & Security	Site Contingency Plan
14.	BCP Coordinator arranges for the redirection of hard wired fax machine traffic to recovery site(s) or other offices as required to support alternate work flows.	Contingency Plan Coordinator, Contingency Plan IT, CERT AIS	Site Contingency Plan
15.	BCP Coordinator arranges for the setup and coordination of supplies as well as cleaning and shredding services at recovery site(s) or other offices as required supporting alternate work flows.	Recovery Site Contingency Plan Coordinator, Recovery Site Contingency Plan RES/Facilities Team	Site Contingency Plan

Phase 3- Restoration Operations (Scenario One – System OK, no Building)

	Task	Coordinate With	Refer To
1.	BCP Coordinators informed Original Building or replacement building is approved for occupancy.	Site Contingency Plan RES/Facilities Team	Site Contingency Plan
2.	BCP Coordinators review re-occupancy plans to support normal operations and not cause any unnecessary disruptions.	Site Contingency Plan RES/Facilities Team, Department Senior Management & Contingency Plan HR BP, Contingency Plan Resource Coordinator & CERT	Site Contingency Plan
3.	BCP assigns SME to report for system check of PCs, phones and other office equipment to support operations before personnel return.	BCP Subject Matter Expert (SME)	Department Business Process Procedures
4.	BCP Coordinator is advised of date(s) that personnel will be moved back into the building and notifies BCP Team. Call lists are enacted to advise personnel of return to work date. BCP Coordinator provides any necessary details and/or Local Site Emergency numbers for overseas operations.	BCP Coordinator & Call Tree personnel, CERT BCP Team	Site Contingency Plan
5.	Call Coordinator determines what work needs to be pulled back, as appropriate, from the other	Department Senior Management, Supporting Site	Department Business Process Procedures



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	Task	Coordinate With	Refer To
	Supporting Sites and notify all appropriate work partners of resumption of normal work flows.	Managers, Customers and Business Partners	
6.	BCP Coordinator will assign personnel to resolve priority work flow or production issues.	Department Senior Management	Department Business Process Procedures
7.	Internal and external contacts are called to advise them of the date for resuming to normal work flows.	BCP Coordinator/Alternate or designee	Site Contingency Plan
8.	Retrieve vital records from storage, if they were sent out for preservation and from the alternate locations if sent there during recovery.	Facilities Manager	Site Contingency Plan
9.	BCP Coordinator, or designee, makes travel arrangements for return of personnel and equipment.	Site Lead, Contingency Plan HR BP, Contingency Plan Resource Coordinator & CERT	Site Contingency Plan , CERT Plans
10.	All phone DBAR plans are deactivated and circumstance announcements removed.	Applicable Call Manager(s)	Call Manager's DBAR Plan
11.	Determine which cases or customers need hastened recovery due to the outage.	BCP Coordinator/Alternate or designee	Refer to any applicable performance guarantees and customer agreements or contracts
12.	On day of return, Management Team arrives early to make sure production can be supported. All employees are welcomed back to work at the site. Production personnel are asked to verify PCs and other office equipment will support full production.	BCP Coordinator/Alternate and all members of the BCP recovery team	Site Contingency Plan
13.	Notify all stakeholders and internal and external contacts that all normal operations are resuming.	Contingency Plan Communications Team	Site Contingency Plan
14.	At the appropriate time, BCP Coordinator will conduct a thorough debrief of this BCP plan in conjunction with a full site debrief so that interrelated issues can be identified and resolved. Once improvements are agreed upon, modify BCP as necessary and roll out revised plans to all required plan participants.	Site Contingency Plan Team and other BCP owners and CERT BCP Team	Site Contingency Plan , other site BCPs, this BCP

2. Scenario Two – “Building OK, No Systems”

In this example, the assumption is that there is a loss of systems and/or data affecting the operation of those systems or the data access or system access is otherwise limited; i.e., loss of systems is isolated to a particular building location. These scenarios provide in the BCP that local implementation data recovery strategies, in accordance with established Aetna Better Health back-up recovery procedures, as described below, are implemented. Local personnel would continue to perform critical functions not dependent on telecommunications availability at



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the outset of an interruption, including care coordination and communications with providers. Additionally, the same procedures implemented in Scenario One above, i.e., transfer of systems and remote connectivity activities, would be implemented as necessary in the event of telephone disruptions.

To the extent that Aetna Better Health, and/or its affiliate sites are called upon to support the recovery efforts and circumstances, if for some reason the event is also occurring at the affiliate site or data center, the corporate business continuity process provides for the rapid failover connectivity to an internal hot-site location in downtown Phoenix, Arizona via five point-to-point T1 lines. This hot-site facility encompasses over 60,000 square feet and offers duplicate, secured data center housing:

- A recovery Exchange e-mail server
- A file server
- A database server
- Terminal servers
- A separate PBX system with excess capacity (e.g., the Avaya phone system and related infrastructures supporting call center operations)
- Internet connectivity
- A call center and workstations to support disaster recovery efforts for at least 90 days

Additionally, the data backup and storage functionality at Aetna Better Health’s corporate headquarters have been enhanced to electronically ship production data to designated recovery servers at the hot-site location. Redundant T1 lines from the corporate site to the hot site location provide immediate connectivity to each Aetna Better Health and/or its affiliate’s locations in the event the corporate site experiences a business disruption due to a pandemic, natural disaster or other emergency.

Phase 1- Initial Response (Scenario Two – Building OK, No Systems)

	Task	Coordinate With	Refer To
1.	Notify Single Point Of Contact (SPOC)	SPOC	SPOC intranet website
2.	After BCP Coordinators confirms that a major system outage is in progress affecting production, proceed to appropriate section of Site Contingency Plan	Contingency Plan Site Team, SPOC, Business Application Support Teams	Site Contingency Plan
3.	Determine Impact to Business Operations and Notify Department Senior Management and business partners.	Department Senior Management, Account Managers, customers, other internal and external constituents	Department Business Process Procedures
4.	BCP Coordinator receives information concerning the outage and any Estimated Time for Restoration (ETR).	SPOC, Desk Top Services, Business Application Support Teams	E-Mails, SPOC website, Aetna Home Page Public Address Systems
5.	Implement work-arounds, alternate operating models, place circumstance announcements and	Department Senior Management, Department	Department Business Process, Procedures,



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	Task	Coordinate With	Refer To
	redirect urgent calls, provide best available information and log all call back requests.	Level BCP Coordinator, appropriate Call Managers	Department Level BCP
6.	Once the situation becomes clear, along with department management, consider sending some personnel home with instructions to phone in or identify other means of contact for further instructions.	Contingency Plan Site Team, Department Senior Management, Contingency Plan HR BP	Call hotline number and/or Local Site Emergency number for overseas operations
7.	BCP Coordinator receives updates of situation and reacts to issues and concerns of constituents.	SPOC, Desk Top Services, Business Application Support Teams, Account Managers, other constituents	E-Mail Aetna Home Page Public Address Systems

Phase 2- Recovery Operations (Scenario Two - Building OK, No Systems)

	Task	Coordinate With	Refer To
1.	Implement manual workarounds, work load re-balancing, as appropriate.	SPOC, Desktop Services, Business Application Support Teams, Department Level BCP Coordinator, Department Senior Management	Department Level BCP, Site Contingency Plan
2.	Implement alternate operating model changes (e.g., provide callers with explanation and whatever assistance that is possible and track call back requests).	Department Level BCP Coordinator	Department Level BCP
3.	Anticipate and prepare for re-work that will be required once applications return due to data loss RPO and down time.	Department Senior Management, other BCP Teams, Department Level BCP Coordinator	Department Level BCP
4.	Track any backlogs that are being created.	Work Control Business Partners, Department Senior Management, other BCP Teams, Department Level BCP Coordinator	Department Business Process Procedures

Phase 3- Restoration Operations (Scenario Two – Building OK, No Systems)

	Task	Coordinate With	Refer To
1.	Notify Contingency Plan Site Lead, Department Senior Management, other BCP Teams, Department Level BCP Coordinator that Systems have now been restored and amount of data that needs to be re-entered.	SPOC, Desktop Services, Business Application Support Teams, Department Level BCP Coordinator, Department Senior Management	Department Level BCP



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Task	Coordinate With	Refer To
2. Transition back to normal operating model	Department Level BCP Coordinator	Department Business Process Procedures
3. Request extended hours of operations for work group.	SPOC, Business Application Support Teams, Department Level BCP Coordinator	Department Level BCP
4. Verify that prior work entered into systems up to recovery point is as expected.	Department Senior Management , Department Level BCP Coordinator	Work logs or other available tracking systems
5. Re-Enter and verify all work that was lost.	BCP SMEs	Department Business Process Procedures
6. Verify return to normalcy; notify all stakeholders and internal and external contacts that all normal operations are resuming.	Department Level BCP Coordinator	Department Business Process Procedures
7. At the appropriate time, BCP Coordinator will conduct a thorough debrief of this BCP plan in conjunction with a full site debrief so that interrelated issues can be identified and resolved. Once improvements are agreed upon, modify BCP as necessary and roll out revised plans to all required plan participants.	Site Contingency Plan Team and other BCP owners and CERT BCP Team	Site Contingency Plan , other site BCPs, this BCP

3. Scenario Three – Widespread Severe Staffing Shortages

This scenario assumes staffing shortages as a result of a regional or other global event occurring simultaneously at many random Aetna Better Health Sites to varying degrees of severity, which period of time may occur for an extended period, e.g., between 6-8 weeks at a time.

This BCP is designed to react to the following specific assumptions such as:

- Absenteeism – Expect up to 40% absenteeism for a 6-8 week period due to sickness, anxiety, caring for sick family members, day care or elder care disruptions, damaged roadways or thoroughfares, displacement or simply due to a lack of transportation (e.g., vehicle damaged due to storm).
- Mail and Parcel deliveries and E-Commerce may be stopped or slowed in local or regional areas.
- Essential Services – Mass transportation, availability of fuel, food and essential supplies may impact an employee’s ability to come to work and ability for supply chains to maintain delivery flow.

In addition to the remedies provided for in the above referenced scenarios, e.g., re-routing Member Services and other call centers to Aetna Better Health affiliates, Aetna Better Health may opt to implement an emergency staffing mode of operation where only critical personnel will be asked to report to duties, at a designated location, and all other personnel will be sent home, to work from home if possible. Additionally, possible shifts in the volume or nature of work being processed may occur, e.g. shifting personnel normally assigned to non-essential duties to assist in call center operations, i.e., to assist with the increase in the number of calls and the types of questions being asked.