



Emergency Preparedness and Response Program

EP-01-01-01

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Note: This document is an overview of Extendicare's Emergency Preparedness and Response Program. For further details, refer to the Emergency Preparedness and Response Manual in addition to home-specific Emergency Response Plans (ERPs) which include reference to business continuity, and emergency colour code response measures.

APPENDICES:

- Appendix 1 – IMS Roles and Job Actions
- Appendix 2 – Understanding HIRA
- Appendix 3 – Emergency Response Plan Overview
- Appendix 4 – Fire Safety Plan Overview
- Appendix 5 – Fire Safety Training and Education

REQUIRED DOCUMENTS:

- EMERGENCY CODE CHECKLISTS – Emergencies are managed using procedures noted in the colour-specific emergency code checklists.
- ELEARNING EDUCATION MODULES – Training for colour-specific emergency codes and Fire Safety is provided to staff on Surge's Learning Management System (LMS) platform, also known as eLearning.

POLICY

Every Extendicare home shall have an Emergency Preparedness and Response Program in effect that reflects the model of The Incident Management System (IMS) and includes a comprehensive home-specific Emergency Response Plan (ERP) and Fire Safety Plan that defines and clearly communicates the standard response in an emergency, specific to the home.

The Emergency Response Plan and Fire Safety Plan will meet provincial and municipal regulations as well as national Fire Code and IMS emergency response standards and be based on information identified in a home-specific Hazard Identification and Risk Analysis (HIRA).

The home's ERP must be available and understood by all staff and volunteers who must participate fully in emergency preparedness activities, training, and evacuation procedures. Note the following:

- a. Each home must practice response to all colour codes at least once per year; and
- b. Colour codes must be included in orientation of new staff.

All staff members will participate in training using IMS principles that includes practicing emergency management with a multidisciplinary approach (involving two or more services or departments).

Note: Local municipality disaster/emergency response plans may supersede this program.

BACKGROUND

IMS is an internationally accepted system for managing emergency situations. Extendicare adopted the IMS to improve the management of emergencies and to ensure an effective nationwide system is in place. Thoughtful planning and practice before an emergency will provide staff with effective knowledge to respond in the event of an emergency. Regular in-service sessions in preparing staff to respond in a timely and appropriate manner in emergency situations are required.

Emergency Preparedness and Response Program

PROCEDURES

ADMINISTRATOR
/ STAFF EDUCATOR
/ DESIGNATE

OVERVIEW

1. Incorporate Emergency Preparedness and Response training into staff development programs.
2. Identify the location of an Emergency Operations Centre and designate staff to carry out an IMS role(s) as per the *IMS Roles and Job Actions, Appendix 1*.
3. Ensure all staff receive and participate in training to fulfill the requirements of the program in the event of an emergency that includes at minimum:
 - a. Emergency Colour Codes;
 - b. Fire Drills;
 - c. Evacuation;
 - d. R.E.A.C.T. fire procedures;
 - e. Emergency lifts and carries; and
 - f. Tabletop Scenario Exercises.

Note: Additional information on fire safety-related training and education can be found in *Fire Safety Training and Education, Appendix 5*.

HAZARD IDENTIFICATION AND RISK ANALYSIS (HIRA)

1. Complete a HIRA to prioritize prevention, mitigation and training priorities for the home based upon the analysis' determination of the various hazards that are pertinent to a home's specific location/geographic area. Refer to *Understanding HIRA, Appendix 2*.

HOME-SPECIFIC EMERGENCY RESPONSE PLAN

1. Develop and/or update a home-specific emergency response plan using a team approach comprised of home leadership staff using information identified in a home-specific Hazard Identification and Risk Analysis (HIRA). Refer to *Emergency Response Plan Overview, Appendix 3*.
2. Review the ERP with the Regional Director and representative from Occupational Health and Safety Committee.

FIRE SAFETY PLAN

1. Use Extendicare's Fire Safety Plan template to develop a home-specific Fire Safety Plan that includes home-specific information outlined in *Fire Safety Plan Overview, Appendix 2*.
2. Ensure the Fire Safety Plan is reviewed and approved by the Chief Fire Official having jurisdiction.

Emergency Preparedness and Response Program

PROCEDURES

MAJOR EMERGENCY EXERCISE

1. Every three (3) years the home must conduct a major emergency preparedness exercise involving at least two or more services in the home. Community response agencies should be included if possible. Consider creating a mock disaster, with possible partial evacuation, for a major emergency preparedness exercise. The mock major emergency disaster exercise could include:
 - a. Loss of utility(s);
 - b. Fire; and
 - c. External/Natural disaster.

***Note:** Homes are encouraged to plan the exercise in conjunction with regional ministry/health authority personnel and/or the local emergency response group.*

ANNUAL EMERGENCY DRILL

1. Test portions of the emergency plan with drills and exercises annually. The drill must include at least two (2) areas of service. Examples include:
 - a. Emergency fan out list (to be practiced twice a year);
 - b. Triage;
 - c. Assessment treatment centre;
 - d. Code Brown;
 - e. Code Orange (acting as a receiving centre); and
 - f. Code Green (mock disaster with partial evacuation).

ORIENTATION OF NEW STAFF

1. Provide new staff with an orientation to the Emergency Preparedness and Response Manual:
 - a. Ensure new staff read and understand the Emergency Response Plan applicable to their work area;
 - b. Ensure new staff understand home-specific smoking policy and procedures and receive orientation on the contents of the emergency preparedness and response manual and the home's ERP; and
 - c. Orient staff transferring to a new position to the fire safety procedures for that area.

INCIDENT
MANAGER
/ DESIGNATE

1. The Incident Manager/designate may maintain all the functions for low to moderate risks. For high risk or critical incidents, as determined by the Incident Manager/designate, teams may be assigned to each function. The Incident Manager/designate will have the authority to cancel any staff leave, if required, based on the nature and extent of the emergency.

Emergency Preparedness and Response Program

PROCEDURES

2. Assist Administrator in establishing and organizing the IMS Team Leaders.
3. Assume responsibility for implementing the Emergency Preparedness procedures and directing staff to ensure the safety and security of residents, visitors, staff and volunteers.
4. Use Extendicare Incident Manager Checklists when responding to any emergency colour code, natural disaster or extreme weather event to assist with the direction of completing tasks during an emergency, including recording the time when each task was completed along with a debrief of the event.

DISASTER BOXES

1. Ensure disaster boxes are ready for any emergency.
2. Label disaster boxes boldly; ensure they are easily transportable, and store them at separate locations that include at minimum the following:
 - a. Designated location of the Emergency Operations Centre; and
 - b. Nursing station.

Note: *Disaster box contents are outlined in a separate policy.*

IMS LEADERS / DESIGNATES

1. Be trained on and fully aware of your specific role(s) and responsibility(s) in any emergency.
2. Ensure these specifics are communicated to all staff.

ALL STAFF

1. Apply procedures for each of the four stages of an emergency (prevent, prepare, respond, recover), including:
 - a. Training in evacuation procedures;
 - b. Be familiar with the Emergency Response Plan and Fire Safety Plan and the responsibilities required of your position.
 - c. Completing required eLearning Modules on Emergency Colour Codes and Fire Safety; and
 - d. Participating in Emergency Colour Code Tabletop exercises and drills, as needed.
2. Respond to emergency situations by following instructions provided by the Incident Manager.
3. Respond to fire alarms and other emergencies as specified in the Emergency Response Plan.
4. Treat every drill as a real emergency and respond accordingly.

Emergency Preparedness and Response Program



Alberta Emergency Management Agency
<http://www.aema.alberta.ca/>

Emergency Management Ontario
<http://www.emergencymanagementontario.ca/english/home.html>

Emergency Management Organizations
<https://www.getprepared.gc.ca/cnt/rsrscs/mrgnc-mgmt-rgnztns-en.aspx>

Manitoba Emergency Plan
<http://www.gov.mb.ca/emo/provincial/mep.html>

Extendicare's Intranet is the official source of current approved policies, procedures, best practices and directives.



IMS Roles and Job Actions

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The Incident Management System (IMS) is the internationally accepted organizational structure for responding to incidents of all scales and all types. Note the following:

- IMS is an expandable system based on functions – not positions.
- Each function is assessed to see if it is required for the incident.
- A function may be fulfilled by one person or a team of people.
- For smaller events, one person may fulfill multiple functions.

The Incident Manager/designate determines the need to appoint a person(s) to be responsible for a function or multiple functions or can maintain responsibility for a function or functions themselves. (For example, the Incident Manager/designate may delegate select functions but remain as a liaison, maintaining direct communications with the emergency services and support agencies.)

When a person is assigned a functional responsibility, the functional titles to be used are as follows:

- Operations Manager
- Logistics Manager
- Planning Manager
- Finance/Administration Manager
- Safety Officer
- Liaison Officer
- Public Information Officer
- Information Technology Lead

These titles are in keeping with the international standards.

Note: One person may hold more than one position.

The Incident Manager/designate may maintain all the functions for low to moderate risks. For high or critical incidents, teams may be assigned to each function; these teams are determined by the Incident Manager/designate.

KEY ROLES AND ACTIONS
INCIDENT MANAGER
<ul style="list-style-type: none"> • Organizes and directs the emergency response for the emergency/incident. • Gives overall direction for the residential care home’s operations and, if needed, authorizes evacuation. • There will always be an Incident Manager/designate for every incident on all shifts. • The Incident Manager role will be assumed by the first supervisor, or the charge nurse arriving to an emergency, until relieved by a senior leader. • The Incident Manager must provide a comprehensive briefing to the new incoming Incident Manager before passing on the function. • All other IMS Team members must be informed of any change in the Incident Manager or any other IMS functional responsibility.

IMS Roles and Job Actions

KEY ROLES AND ACTIONS
<ul style="list-style-type: none"> • In longer events (more than 2 hours), the Incident Manager will schedule regular meetings of the IMS Team to: <ol style="list-style-type: none"> i. obtain a status update; ii. gather information, assess challenges/needs; iii. make decisions on the strategic direction of the response, assign tasks; and iv. ensure effective communications. <p>INCIDENT MANAGER – Responsible for overall management of the home in which the emergency occurs. The Incident Manager/designate will assign IMS roles that mimic everyday staff routines and responsibilities as closely as possible.</p> <ol style="list-style-type: none"> i. The Incident Manager/designate may assume all of the roles/functions to meet the needs of the emergency or can designate a person or a team to a role or multiple roles; ii. The designated person(s) can assume more than one role/function at a time based on the home’s staffing complement; and iii. The Incident Manager/designate role must be assigned on all shifts.
OPERATIONS MANAGER
<p>Operations is the function of carrying out the emergency response, containment, damage mitigation, recovery, and directives of the Incident Manager/designate.</p> <p>Where the incident directly impacts resident care, Operations will coordinate and ensure ongoing resident care during emergency operations.</p> <p>OPERATIONS MANAGER – Responsible for carrying out the emergency response, evacuation, triage, containment, damage mitigation, recovery and directives of the Incident Manager/designate.</p> <ol style="list-style-type: none"> i. When required, coordinates and ensures ongoing resident care during emergency operations; and ii. Monitors operational issues or needs including the implementation of the Emergency Response Plan and Extendicare’s operations resources.
LOGISTICS MANAGER
<p>Logistics is the function of organizing and supplying additional staffing, maintaining the physical environment, food, water and supplies to support Operations.</p> <p>It is also responsible for maintaining environment services of the physical building. Logistics will also conduct or collect information for damage assessments of the residential care home.</p> <p>LOGISTICS MANAGER – Responsible for providing facilities, services and materials to support the emergency situation, including:</p> <ol style="list-style-type: none"> i. Maintaining physical/environmental services of the building; ii. Ensuring adequate supplies and support for incident operations; and iii. Conducting or collecting information for damage assessments of the home/office.

IMS Roles and Job Actions

KEY ROLES AND ACTIONS
PLANNING MANAGER
<p>The planning function develops scenario/resource projections for the IMS Team and undertakes long range planning (more than 2 hours).</p> <p>PLANNING MANAGER – Responsible for monitoring the incident and developing scenario and resource projections.</p> <ul style="list-style-type: none"> i. Develops plan options for both short-term and long-term incident scenarios; and ii. Collects, collates, evaluates and conducts analyses of incident information for the IMS Team.
FINANCE/ADMINISTRATION MANAGER
<p>The Administration/Financial function monitors the utilization of financial assets, provides administrative support to the senior IMS Team members, and ensures documentation of all meetings.</p> <p>FINANCE/ADMINISTRATION MANAGER – Responsible for financial and administrative support to an incident, including business processes, cost analysis, financial and administrative aspects, and ensuring compliance with financial policies and procedures.</p> <ul style="list-style-type: none"> i. Provides direction and supervision to finance and administration section staff, including their organization and assignment; and ii. Ensures appropriate documentation of all incident activities and administrative support for the IMS Team leaders.
PUBLIC INFORMATION OFFICER
<p>The Public Information function organizes communications with the families, stakeholders and the media (as appropriate), and provides information updates. The Public Information Officer must work closely with Corporate Communications or the role may be filled directly by Corporate Communications.</p> <p>PUBLIC INFORMATION OFFICER – In consultation with Extendicare’s Corporate Communications Department, the Public Information Officer is responsible for the development and release of information about an incident to the public, families, stakeholders and the media.</p> <p><i>Note: The Corporate Communications Department must approve all emergency information released.</i></p>
LIAISON OFFICER
<p>Liaison is the function of communications and acts as the contact for representatives from other agencies.</p> <p>LIAISON OFFICER – Responsible for community liaisons and advising the Incident Manager/Senior Command about issues related to external assistance and support in consultation with Corporate Communications.</p>

IMS Roles and Job Actions

KEY ROLES AND ACTIONS
SAFETY OFFICER/COORDINATOR
<p>In every emergency or incident, the health and safety of staff and residents is paramount. The safety function monitors and has authority over the safety of Operations.</p> <p>SAFETY OFFICER/COORDINATOR – Responsible for monitoring conditions and developing safety protocol for the overall health and safety of residents and staff/volunteers.</p> <ul style="list-style-type: none"> i. The Safety Officer must have the knowledge and professional experience to identify and/or reduce occupational hazards.
INFORMATION TECHNOLOGY LEAD
<p>The IT function manages IT requirements or issues during an emergency at the home level and acts as a liaison between the corporate IT department and the home, as required.</p> <p>INFORMATION TECHNOLOGY LEAD – Responsible for managing IT requirements or issues during an emergency at the home level.</p> <ul style="list-style-type: none"> ii. Liaises with the corporate IT department, as required; and iii. Provides a status report to the Incident Manager/designate.
OTHER IMS ROLES AND ACTIONS
SENIOR COMMAND INCIDENT MANAGER
<ul style="list-style-type: none"> • The Vice President, Operations and/or designate/Regional Director is responsible for the overall management of the home involved in an emergency.
SENIOR COMMAND
<ul style="list-style-type: none"> • This role is initiated in an emergency situation involving more than one home (e.g. pandemic).

Note: One staff member may hold several positions in the IMS team.

If the scale of the incident dictates, each of the functions above may have an individual or team to assist in the meeting of their tasks. Job Action Sheets for individual roles will guide staff assigned to the function(s) to fulfill their responsibilities.



Understanding HIRA

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A Hazard Identification Risk Analysis (HIRA) ensures that potential risks to the home are identified and assessed as to their potential risk to the residents and staff. The HIRA is used to prioritize prevention, mitigation and training priorities for the home.

There are two phases of completing a HIRA process: **hazard identification** and **risk assessment**.

PHASE 1: HAZARD IDENTIFICATION

The Hazard Identification is a determination of the various hazards that are pertinent to a home's specific location. This is completed by assessing what types of emergencies could occur within a home and in the community.

HISTORICAL

- What types of emergencies have occurred in the community, at this home, at other homes in the area, and at similar organizations? Examples:
 - Fires, Missing Resident, Severe weather, Hazardous material spills, Transportation accidents, Earthquakes, Hurricanes, Tornadoes, Utility outages, etc.

GEOGRAPHIC

- What can happen because of the home's location? Consider:
 - Proximity to flood plains, seismic faults, dams, etc.;
 - Proximity to companies that produce, store, use or transport hazardous materials;
 - Proximity to major transportation routes (highways, railways, seaports, etc.); and/or
 - Proximity to nuclear power plants.

TECHNOLOGICAL

- What could result from a process or system failure? Examples:
 - Fire
 - Explosion
 - Hazardous materials incident
 - Safety system failure
 - Telecommunications failure
 - Computer system failure
 - Power failure
 - Heating/cooling system failure
 - Emergency notification system failure

HUMAN ERROR

- What emergencies can be caused by staff error? Do they know what to do in an emergency? Human error is the single largest cause of workplace emergencies and can result from:
 - Limited training and education
 - Lack of situational awareness
 - Misconduct
 - Substance abuse
 - Fatigue
 - Complacency
 - Rushing a task

Understanding HIRA

PHYSICAL

- What types of emergencies could result from the design or construction of the home? Does the physical building design enhance safety? Consider:
 - The physical construction of the home; and
 - Evacuation routes and exits.

Once the team has identified the potential hazards at the home, these are listed in the "Threat" column of the HIRA Assessment.

PHASE 2: RISK ASSESSMENT

The second phase is the risk assessment that determines the risk level based upon the probability of a potential emergency occurring and the consequence of the emergency should it occur.

- Determine Likelihood: The likelihood for each emergency's occurrence is rated using a simple scale of 1 to 5 with 1 as the lowest probability and 5 as the highest taking into consideration the potential human consequence (the probability of injuries or death), the potential property (damage, ability to quickly relocate) and the potential business impacts (business interruption, staff unable to report to work, etc.). *This number is entered into the Likelihood column of the HIRA Assessment.*
- Determine Consequence: The consequence for each emergency's occurrence is rated using a simple scale of 1 to 5 with 1 as the lowest consequence (insignificant) and 5 as the highest (catastrophic). *This number is entered into the Consequence column of the HIRA Assessment.*

Rating numbers of Likelihood and Consequence are applied to a risk matrix to determine risk priority level.

PRIORITIZING PREVENTION, MITIGATION AND TRAINING

Rating numbers of Likelihood and Consequence from the second phase are applied to a risk matrix to determine risk priority level (it should be noted that the level of risk is simply a planning tool, not a scientific determination of what will occur).

The Risk Priority Level determination can assist the home to prioritize prevention, mitigation and training in the home by identifying areas/risks that are the highest priority items (addressed first), followed by the medium risks and, where applicable, the low-risk items.

The information gathered on the HIRA can guide the home-specific procedures of the home's Emergency Response Plan (ERP).



Emergency Response Plan Overview

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The home-specific EMERGENCY RESPONSE PLAN (ERP) must:

1. Be evaluated annually
2. Be updated to reflect necessary changes, as needed.
3. Be reviewed with the Occupational Health and Safety Committee;
4. Include a contingency plan for the care of residents that includes:
 - a. Detailed roles and responsibilities during an emergency (including evacuation drills) every year;
 - b. Arrangements with local authorities and institutions to provide shelter and resources;
 - c. Alternate sources to supply emergency power, water, food and fuel;
 - d. A communications plan; and
 - e. Resident identification procedures, including photographs and identification bracelets.
5. Include the following elements:
 - a. Communication protocol for enacting the ERP;
 - b. Employee roles and responsibilities, including IMS leaders;
 - c. Accountabilities for employees before, during and after an emergency; and
 - d. Actions steps for all risk levels of an emergency.
6. Be completed with the site-specific information required.
7. Contain:
 - a. Emergency telephone numbers, including public utilities and government agencies;
 - b. Corporate emergency telephone numbers, including Corporate Communications;
 - c. Staff Call-back List (updated as required in order to be current);
 - d. Key suppliers, contractors and support services;
 - e. All emergency code checklists;
 - f. Senior IMS Team checklists;
 - g. Building site plan showing access roads, evacuation meeting area(s), etc.;
 - h. Floor plans identifying key life safety and exit information;
 - i. Floor plans identifying each room and attached room search checklists;
 - j. Maps showing the search area quadrants around the home; and
 - k. Mutual aid agreements with other LTC facilities for evacuation assistance.



Fire Safety Plan Overview

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1. To meet fire safety regulations, the Fire Safety Plan includes, at a minimum, the following information:
 - a. Emergency telephone numbers, including public utilities and government agencies;
 - b. Corporate emergency telephone numbers, including Corporate Communications;
 - c. Building site plan showing access roads, evacuation meeting area(s), etc.;
 - d. Floor plans identifying key life safety and exit information;
 - e. Other documentation as indicated in the Fire Safety Plan template.
2. Ensure the Fire Safety Plan has been reviewed and approved by the Chief Fire Official having jurisdiction.
3. Invite fire department personnel to your home on an annual basis to:
 - a. Acquaint them thoroughly with the home's layout and assist them with pre-planning and tactical surveys; and
 - b. Request assistance with in-service programs for your staff, especially in the use of fire extinguishers, fire blankets, evacuation practices, lifts and carries.
4. Discuss emergency shelters and evacuation notification procedures with local authorities.
5. Ensure the Fire Safety Plan is completed with the site-specific information required.



Fire Safety Training and Education

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FIRE SAFETY EDUCATION

1. Fire safety education includes at a minimum instruction in:
 - a. Basic steps taken in response to a fire emergency;
 - b. Evacuation procedures (involve the fire and police departments in these sessions when possible);
 - c. Emergency carries of residents;
 - d. Location and use of the fire alarm system, annunciator panel, fire extinguishers, fire blankets;
 - e. Use of communication systems such as telephones, 2-way radios, and intercom systems during an emergency, as applicable; and
 - f. Explanation of layout of the home and location of all exits and related stairways.
2. Staff procedures are outlined in the home's Fire Safety Plan.
3. Staff are required to complete electronic learning modules (Surge) on fire safety that include:
 - a. Fire Safety Module 1: Fire Prevention
 - b. Fire Safety Module 2: Types of Fires and Extinguishers
 - c. Fire Safety Module 3: Fire Detection and Protection Systems
 - d. Fire Safety Module 4: Fire Emergency Situation
 - e. Fire Safety Module 5: Fire Safety Plan
 - f. Extendicare Emergency Codes: Code Red

RECORDS

Copies are kept of individual staff attendance at fire safety training and annual Emergency Preparedness Plan reviews are recorded.

VOLUNTEERS/FAMILIES/RESIDENTS

Invite volunteers, families and residents to attend all fire safety in-service training.

MONTHLY FIRE AND ANNUAL EVACUATION DRILLS

1. Regular in-service sessions are provided as part of staff meetings or debriefing sessions following regular fire drills. The in-service session must:
 - a. Provide a review to improve employees' knowledge and skill in fire safety procedures;
 - b. Provide an opportunity for all staff to complete the orientation, including casual staff on all shifts.
 - c. Identify areas of improvement in the existing program; and
 - d. Ensure timely and appropriate responses to an emergency.
2. The responsibilities of the Incident Manager/designate with staff who may be deemed as "designate" are reviewed on an annual basis. (This can be incorporated into regular meeting agendas.)
3. Monthly fire drills are conducted and documented on each shift.
4. Annual evacuation drills are conducted with all staff.

