Emergency Preparedness and Response Program

LAST REVIEWED: January 2025

Note: This document is an overview of extendicare's emergency preparedness and response program. For further details, refer to the Emergency Planning and Management manual in addition to home-specific emergency response plans (ERPs) and Fire Safety Plans (FSP) which include reference to business continuity, and emergency 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/ Education
- Appendix 6 – Disaster Box Contents
- Appendix 7 – Emergency Codes

Required documents:

- EMERGENCY CODE PROCEDURES AND CHECKLISTS- Emergencies are managed using procedures noted in the emergency codes procedures and checklists within the Emergency Response policy in Extendicare's Emergency Planning and Management Manual.
- EDUCATION MODULES – Training for emergency codes and Fire Safety is provided to staff.

Program

Every Extendicare home has 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 (FSP) that defines and communicates clearly the standard response in an emergency, specific to the home.

Each home utilizes the emergency codes as per Extendicare's Emergency Response policy and procedures for handling an emergency situation. These can be seen in section 2 of Extendicare's Emergency Planning and Management Manual. The emergency codes Extendicare utilizes can be found in Appendix 7.

Each home has an Emergency Response Plan and Fire Safety Plan that meets provincial and municipal regulations as well as national Fire Code and IMS emergency response standards, and that is based on information identified in a home-specific Hazard Identification and Risk Analysis (HIRA).

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

a. Each home practices response to all codes at least once per year;

b. Colour codes, fire safety and IMS training is included in orientation of new staff; and

c. Colour codes, fire safety and IMS training is provided annually to all 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.*

Emergency Preparedness and Response Program

Background

The Incident Management System (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 occurs will provide staff with effective knowledge. Regular in-service sessions in preparing staff to respond in a timely and appropriate manner in emergency situations are required.

Procedures

Administrator/ Executive Director / 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 if you are the Incident Manager during an emergency, designate staff to carry out IMS role(s) as per the *IMS Roles and Job Actions, Appendix 1*.

3. Ensure all staff receive and participate in training annually 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 the home's specific location/geographic area. Refer to *Understanding HIRA, Appendix 2*.

Home-Specific Emergency Response Plan

1. Update the home-specific emergency response plan every 6 months and as required using a team approach comprised of home leadership staff and outside partners such as fire, paramedics, police and other local partners, using information identified in a home-specific Hazard Identification and Risk Analysis (HIRA). Refer to *Emergency Response Plan Overview, Appendix 3*.

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2. Review the ERP with the Regional Director/ Regional Director of Operations and representative from Occupational Health and Safety Committee.

Fire Safety Plan

1. Update Extendicare's Fire Safety Plan template annually to ensure 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 as applicable. Edits can be made as requested by municipal fire officials.

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 should 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 2 times 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 Planning and Management Manual:

   a. Ensure new staff read and understand the Emergency Response Plans applicable to their work area;

Emergency Preparedness and Response Program

b. Ensure new staff receive orientation on the contents of the Emergency Planning And Management 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

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

2. Establish and organize the IMS functions.

3. Provide the individuals/ teams assigned to the IMS functions with their associated Job Action checklists and designate them using the appropriate colour if using colour designation. Colour designation for each function can be seen in Appendix 1, IMS Functions.

4. Assume responsibility for implementing the Emergency Preparedness procedures and directing staff to ensure the safety and security of residents, visitors, staff and volunteers.

5. Use Extendicare Incident Manager Checklists when responding to any emergency 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.

Disaster Boxes

1. Ensure disaster boxes are ready for any emergency situation.

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 Appendix 6, Disaster Boxes.*

IMS Leaders

1. Be trained on and fully aware of your specific role(s) and responsibility(s) in any emergency situation.

2. Ensure these specifics are communicated to all staff.

Emergency Preparedness and Response Program

Procedures

All Staff

3. Apply preventive, preparedness, responsive and recovery procedures when managing an emergency, including:

   a. Training in evacuation procedures;

   b. Be familiar with the contents and location of the Emergency Response Plan and Fire Safety Plan and the responsibilities required of your position.

   c. Completing required education on Emergency Codes, Fire Safety and IMS; and

   d. Participating in Emergency Code exercises, as needed.

4. Respond to emergency situations by following instructions provided by the Incident Manager.

5. Respond to fire alarms and other emergencies as specified in the Emergency Response Plan.

6. Treat every drill as a real emergency and respond accordingly.

HAZARD IDENTIFICATION AND RISK ANALYSIS (HIRA)
The HIRA 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 the home and in its community. The second process is the risk assessment, determining the probability of a potential emergency occurring and the consequence of the emergency should it actually occur.

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/rsrcs/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.

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IMS Functions

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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.

IMS is an expandable system based on functions – <u>not</u> 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 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 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/ Health and Wellbeing 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 may maintain all of 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.

Individuals assigned to roles in each section must be designated by specific colours, these colours are identified in the below chart and "Key Sections and Actions" area.

IMS Functions
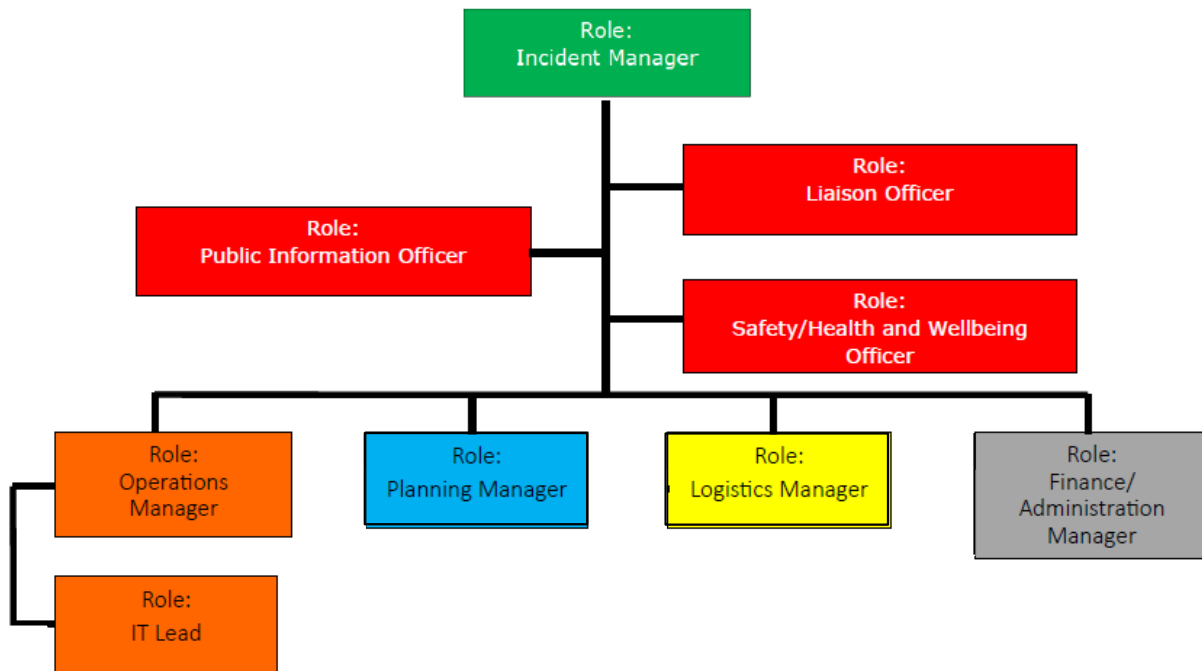
| | Key Sections And Actions |

Incident Management Section- Red, with the exception of the Incident Manager who is identified in Green.

Incident Manager

- 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 for every incident on all shifts, they are typically the most senior team member in the home or the individual with the most experience during an emergency.
- The Incident Manager role will be assumed by the first supervisor, or the charge nurse arriving on an emergency situation, until relieved by a more senior and/or capable manager.
- 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.
- In longer events (more than 2 hours), the Incident Manager will schedule regular meetings of the IMS Team to:
  - 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.

IMS Functions

Safety/ Health And Wellness
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.

Public Information
The Public Information (Communications) 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.

Liaison
Liaison acts as the contact for representatives from other agencies.

Operations Section- Orange

Operations
Operations is the function of carrying out the emergency response, containment, damage mitigation, recovery and directives of the Incident Manager.

Where the incident directly impacts resident care, Operations will coordinate and ensure ongoing resident care during emergency operations.

Information Technology
The IT function manages IT requirements or issues during an emergency situation at the home level and acts as a liaison between the corporate IT department and the home, as required.

Planning Section- Blue

Planning
The planning function develops scenario/resource projections for the IMS Team and undertakes long range planning (more than 2 hours).

Logistics Section- Yellow

Logistics
Logistics is the function of organizing and supplying additional staffing, maintaining the physical environment, food, water and supplies to support Operations.

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.

Finance Section- Grey

Financial
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.

IMS Functions

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 are guides to assist the staff assigned to the function(s) to fulfill their responsibilities. A full briefing must be given to staff arriving to fill functions or relieving others at the end of a shift.

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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 as a result 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 actually 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 reviewed every 6 months;

2. Updated, as needed, to reflect necessary updates;

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.

Emergency Response Plan Overview

ERP Table of Contents:

Table of Contents

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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.

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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;
   a. Evacuation procedures (involve the fire and police departments in these sessions when possible);
   b. Emergency carries of residents;
   c. Location and use of the fire alarm system, annunciator panel, fire extinguishers, fire blankets;
   d. Use of communication systems such as telephones, 2-way radios, and intercom systems during an emergency, as applicable; and
   e. 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 education on fire safety.

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 and analysis 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 situation.

2. Monthly fire drills are conducted and documented on each shift.

3. Annual evacuation drills are conducted with all staff.

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Disaster Box Contents

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The Administrator/Executive Director must review contents of disaster boxes annually and replace any required items. Check batteries, supplies breakdown and missing items .

1. Include the items that apply to your home (not all items may be required):

   b. A copy of the IMS checklists;
   c. Labels, stickers, arm bands or vests in green, red, orange, blue, yellow and grey to identify IMS team members;
   d. Foil blankets;
   e. Emergency Response Plan Binder including:
      i. Staff Call-Back List;
      ii. Telephone list of government agencies and emergency services;
      iii. Floor plans; and
      iv. Situation Report and Tracking Sheets (25 copies each).
   f. ID bracelets, white tags or adhesive labels for name tags for employees, residents, volunteers, and other agencies, along with markers;
   g. Pens, felt markers, and grease pencils;
   h. Flashlight(s)/separate batteries or wind-up flashlights (minimum of 2);
   i. Adhesive-backed directional arrows;
   j. Clipboards;
   k. Notepads;
   l. 2 orange/neon safety vests;
   m. Roll of "Caution tape" to block off access (e.g. triage area);
   n. 2 pairs of paramedic shears/scissors;
   o. 2 pairs of work gloves;
   p. 2 bottles hand sanitizer;
   q. Small first aid kit with pressure dressings;
   r. 1 box of surgical masks;
   s. 1 box of disposable medical gloves – large size;
   t. Battery Backups (marine battery for high-low beds, CPAP machines, etc.);
   u. Colored Stickers or Arm bands to identify home staff in the event of Code Orange.

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Extendicare

Red — Fire

REACT:

Remove persons from immediate danger

Ensure doors and windows are closed

Activate the fire alarm

Call 9-1-1

Try to contain/ extinguish the fire

Announce Code Red overhead

Evacuate the fire area

Await fire department

Green — Evacuation

Stage 1: Partial horizontal evacuation of emergency area

Stage 2: Partial horizontal or vertical evacuation of entire floor or unit

Stage 3: Total evacuation

Announce Code Green overhead

Evacuate using team approach

White — Violent Situation

- Remove all persons from the area
- Attempt to de-escalate the individual
- If de-escalation is not possible, announce Code White and get assistance from someone who may know the individual better
- If the person is dangerous, call 9-1-1

Blue — Medical Emergency

- Call 9-1-1
- Announce Code Blue overhead
- If CPR-certified, perform CPR unless the individual is known to have a DNR

Purple — Hostage Situation

- Call 9-1-1
- Remove persons from the area
- Stay behind locked doors
- If you are held hostage:
- Remain calm,
- Only speak when spoken to,
- Never say "no",
- Do not use aggressive language or body language

Orange — External Disaster

- Another facility is being evacuated into the home; gather pertinent information
- Call in extra staff as required
- Obtain extra equipment and supplies as required
- If arriving in less than 3 hours, call Code Orange overhead and initiate Incident Management System team to prepare.

Yellow — Missing Resident

Stage 1: Search the immediate home area, check LOA book, announce for resident to return to home area

Stage 2: Announce Code Yellow overhead, continue home search, search outside seating areas, call external locations

Stage 3: After 30 minutes of resident identified as missing call 9-1-1, search 4-block radius of home

Depending on the situation, you may be skipping right to Stage 3

Black — Bomb Threat

- If you receive a call, use Checklist to elicit as much information as possible; complete the Bomb Threat report
- Flag someone to call 9-1-1
- Announce Code Black and inform everyone to turn off wireless devices
- Evacuate area of bomb if known
- If unknown, staff visually search their areas for suspicious items and await direction from police

Brown — Hazardous/ Chemical Spill

- Evacuate the area of the spill
- Announce Code Brown overhead
- Spill Team member assesses if the spill is containable and cleanable
- Spill Team cleans if able
- Call 9-1-1 if spill is determined to be a threat

Grey — Infrastructure Disruption

- Code Grey includes:
- Air exclusion – close all outside windows and doors and shut down air exchange equipment
- Loss of essential services- Have access to a backup generator, backup resident charts on a computer, provide extra blankets for loss of heat, provide extra fluids for loss of A/C
- Building Flood- shut off water and call disaster recovery service
- Water supply issues- use bottled and boiled water
- Carbon monoxide- open windows and doors and evacuate area

Implement additional codes (e.g. Code green) if required

Silver — Active Assailant

- Immediately evacuate and hide behind doors/ under furniture
- Call 9-1-1
- Announce Code Silver to inform others of imminent danger
- Do not confront the armed individual

Secure Home 🔒

- When notified of danger outside the home or visible danger outside the home, announce Secure Home
- Close and lock all outside windows and doors
- Close all outside curtains
- Remain inside the building and away from outside windows and doors until instructed otherwise

Natural Disasters and Extreme Weather Events

- Tornados, earthquakes, floods, and storms:
- Shelter in place until the event has passed,
- Close all outside windows and doors
- Instruct and help residents and visitors to move away from outside windows and doors,
- Evacuate if necessary
- During a tornado or earthquake:
- Crouch close to the floor away from heavy equipment,
- Cover head with arms and bedding,
- Assist residents in wheelchairs to put on the brake and lean forward
- Call 9-1-1 if anyone is hurt or trapped