

**Riverview Gardens - Municipality of Chatham-Kent
EMERGENCY RESPONSE PLAN**

Policy Code: EME ERP

Issued: March 2010

Revised: June 2022

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Introduction

Emergencies are defined by Emergency Management Ontario as a situation or an impending situation caused by the forces of nature, an accident, and an intentional act or otherwise that constitutes a danger of major proportions to life or property. These situations could threaten public safety, public health, the environment, property, critical infrastructure and economic stability. There are three categories of emergencies: Human caused, natural and technological.

Riverview Gardens is a long term care home for 320 residents.

In order to protect the residents, staff and property, Riverview Gardens requires a coordinated emergency response by all internal departments and numerous external municipal departments and agencies. The emergency will be directed from the Departmental Operations Centre (DOC) that may be controlled by an internal employee, or depending on the situation may be lead by an external department such as Fire or Police.

This Plan has been developed internally at Riverview Gardens and all staff must be prepared to carry out assigned duties in the event of an emergency. The duties and procedures in an emergency are distinct from the normal day to day operations carried out by all involved in the emergency response and as a result may fall outside of normal assigned duties within each classification. These policies and procedures have been developed to provide a guideline to all responders, both internal and external, with required and important emergency response information related to:

- Arrangements, services and equipment; and
- Roles and responsibilities during an emergency.

The Emergency Response Plan is considered a living document and will be reviewed as needed or at a minimum of annually. The plan does contain Annexes and Resources that are restricted from public viewing for the health and security of the residents and staff whom this plan is designed to protect (as permitted by the Emergency Management and Civil Protection Act). The restricted sections of the plan are and remain the property of Riverview Gardens and the Municipality of Chatham-Kent. Any employee who has received a copy of the restricted sections must not produce copies and must surrender the copy upon the request of the Director, Senior Services or General Manager, Community Human Services.

It is important that residents and families be aware of the provisions in these policies and procedures. Sections of the Emergency Response Plan that are available to the public can be viewed by contacting:

Director, Senior Services
Community Human Services
Riverview Gardens
519 King Street West
Chatham, ON
N7M 1G8
(519) 352 - 4823

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Aim

The aim of this plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to safeguard the health and safety of the residents and staff of Riverview Gardens, and the property on which it sits when faced with an emergency.

It enables a centralized controlled and coordinated response to emergencies at Riverview Gardens and meets the requirements from the Ministry of Health and Long Term Care, Ministry of Labour and of the Emergency Management and Civil Protection Act.

The Riverview Gardens response plan reflects an enhanced level approach to emergency management as defined by Emergency Management Ontario and incorporates subordinate plans as annexes, which provide detailed response procedures for the most likely hazards which confront Riverview Gardens. These hazards have been determined through the conduct of a Hazard Identification and Risk Assessment (HIRA) found in Annex U.

The most likely emergencies to occur at Riverview Gardens have been identified as:

- Bomb threat (Annex W);
- Cardiac Arrest (Code Blue – Annex D);
- Communications Malfunctions (Annex M);
- Elevator Malfunctions (Annex N);
- Evacuation (Code Green - Annex G);
- External Emergency (Code Orange – Annex F);
- Fire (Code Red – Annex A);
- Gas Leaks (Annex J);
- Hydro and/ or generator Malfunctions (Annex I);
- Missing Resident (Code Yellow – Annex C);
- Oxygen Leaks (Annex O);
- Pandemic (Annex P);
- Poor Outdoor Air Quality (Hazardous Materials from Fixed Site and Transportation Incidents) (Code Grey – Annex E);
- Security breach (Annex V);
- Violent behaviour (Code White, Behaviour Management – Annex B);
- Water Loss or Contamination (Annex L);
- Weather Related Emergencies (Annex H).

Response plans for each of these have been prepared and can be found in the Annex's. For further details please contact the Director, Senior Services.

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Authority

The Fixing Long Term Care Homes Act outlines the requirement for Riverview Gardens to have written contingency plans for handling internal disasters and external disasters. Included are, but not limited to, missing residents, bomb threats, fire, loss of essential services, service disruption, weather related emergencies, community based emergencies and environmental emergencies.

The Ministry of Labour (MOL) enforces the Occupational Health and Safety Act (OHSA) and the Health Care and Residential Facilities Regulation (HCRF). Employers are required to take every precaution reasonable in the circumstances for the protection of a worker. It prohibits workers in a long term care home from work refusals when:

- The circumstance is inherent in the worker's work or is a normal condition of the worker's employment; or
- When the worker's refusal to work would directly endanger the life, health or safety of another person.

As a municipal owned home, Riverview Gardens also falls under the Emergency Management and Civil Protection Act (EMCPA) because the Municipality of Chatham-Kent as a result of an emergency on site at Riverview Gardens may declare a Municipal emergency, and/or activate the EOC at the Civic Centre, in order to assist in the response.

The EMCPA defines an emergency as:

- An emergency means a situation or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property.

The Department Operations Centre (DOC) can be activated for any emergency for the purposes of managing an emergency, by maintaining services to the home and supporting the emergency site. An emergency does not need to be declared by either Riverview Gardens or the Municipality of Chatham-Kent in order for the EOC to be activated.

Action Prior to Declaration

When an emergency exists but has not yet been declared to exist, employees may take such action(s) under this emergency response plan as may be required to protect property and the health and safety and welfare of Riverview Gardens staff and residents. The subordinate plans, attached as Annexes to this document, may also be implemented, in whole, or in part in the absence of a formal declaration.

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Notification Procedures

Only the Director, Senior Services; or the Director of Nursing, or designates, from Riverview Gardens or a member of the Municipal Community Control Group, (See the Chatham-Kent Emergency Response Plan) may initiate the notification procedure.

After hours should there be an indication of a *real* or *potential* emergency the Charge Nurse on duty will contact the Director, Senior Services; Director of Nursing to inform them of the situation. If deemed appropriate the management team for Riverview Gardens and the General Manager, Community Human Services will be contacted, the fan out list initiated, the Department Operations Center activated and/or an emergency declared.

Initiating the Fan Out List

Once there is a potential emergency and the Director, Senior Services and the Director of Nursing have been notified and it is deemed appropriate that additional staff are required the emergency fan out list will be initiated. The Incident Manager and the Operations Chief on scene do not have to call additional staff into work when the fan out list is activated. See Annex T Staff Fan Out List.

Declaring an Emergency

Only the Director, Senior Services; Director of Nursing, Manager or designates, from Riverview Gardens or a member of the Municipal Community Control Group may declare an emergency. Upon declaring an emergency and ending an emergency the Director, Senior Services or designate will notify:

- General Manager, Community Human Services
- Mayor, Chatham- Kent;
- Municipal Council;
- Community Emergency Management Coordinator (CEMC);
- Public Health Unit, as necessary;
- Ministry of Health and Long Term Care;
- Ministry of Labour as necessary;
- Riverview Gardens Employees;
- Medical Adviser as deemed necessary;
- Any individual or group as deemed necessary.

An emergency can be declared if there is a potential for the situation to progress to an incident requiring fast and efficient delivery of services outside of the normal day to day operations of the home.

Requesting Assistance

Assistance may be requested from the following sources without necessarily any loss of control or authority in the emergency:

- Municipality of Chatham-Kent;
- Ministry of Long Term Care;

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- Emergency Management Ontario (through the CEMC);
- Red Cross.

Emergency Control Group

The location of Riverview Garden's primary and alternate Department Operations Centres are detailed in Appendix Q, Emergency Preparedness, Response and Recovery.

Department Operations Centre (DOC)

The emergency response will be controlled and operated from the Department Operations Centre by the Emergency Control Group (ECG). The ECG are the individuals who are responsible for coordinating the provisions of the essential services necessary to minimize the effects of an emergency on Riverview Gardens. The ECG consists of the following individuals or their alternate:

- | | |
|-----------------------------------|---|
| • Director, Senior Services | Alternate: Supervisor, Maintenance; Manager LT Care |
| • Director of Nursing | Alternate: Nurse Manager |
| • Manager Long Term Care | Alternate: Manager Long Term Care |
| • Supervisor, Environmental Serv. | Alternate: Safety and Training Coordinator |
| • Supervisor, Maintenance | Alternate: Supervisor, Environmental Services |
| • Supervisor, Food Services | Alternate: Food Production Coordinator; Dietician |
| • Coordinator, Therapeutic Rec | Alternate: Volunteer Services Assistant |
| • Medical Director | Alternate: Contract Doctor; Hospital |
| • Social Worker** | Alternate: Accounts Receivable; Medical Secretary |

*The Manager Long Term Care, with Emergency Preparedness portfolio will also be overseeing the operations of the Emergency Communications Centre.

** The Social Worker may not be a regular member in the DOC but has been assigned backups due to the nature of the tasks completed by this position.

Depending on the size and scope of emergency the following officials may also be involved as a Support and Advisory Group:

- General Manager, Community Human Services
- Community Emergency Management Coordinator
- Police Chief or designate
- Fire Chief or designate
- Manager of Emergency Medical Services (EMS)
- Administrative Assistant(s)
- Solicitor
- Purchasing Agent
- Director, Human Resources or designate
- Director, Employment and Social Services
- Director, Information Technology and Transformation or designate
- Director, Engineering , Transportation designate

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- Manager, Building & Enforcement or designate
- Director, Public Health or designate
- Director, Public Works or designate
- Representative from the Chatham-Kent Health Alliance

Other Advisory staff can be added to this group as dictated by the circumstances of the incident. The ECG can invite any other person appropriate to the strategic management of the emergency. In addition, technical staff ITS, Telecommunications and Geographic Information Systems (GIS) ideally should be available at all times that the Department Operation Center (DOC) is functional.

To assist the ECG the Department Operations Center has staff positions whose functions are to gather and disseminate information coming into and out of the Department Operations Center from all responding and participating agencies and departments in order to maintain the ECG's strategy to the emergency response. The Department Operations Center staff consists of The operations Officer (Ops O) and the Assistant Duty Officer (A/DO). The Department Operations Center staff are:

- Operations/Duty Officer: Supervisor, Environmental Services
 - Alternate: Performance Improvement Coordinator
- Assistant Duty Officer: Performance Improvement Coordinator
 - Alternate: Administrative Assistant 1
 - Alternate: Volunteer Services Assistant

Operating Cycle

Members of the ECG will gather at regular intervals to inform each other of the actions taken and problems encountered. The Director, Senior Services will establish the frequency of meetings and agenda items. Meetings will be kept as brief as possible thus allowing members to carry out their individual responsibilities. The Operations Officer, or designate, from the Department Operations Center will maintain a status board and maps which will be prominently displayed and kept up to date.

All individuals are responsible to report to the Department Operations Center any actions taken so it can be appropriately recorded on the Emergency Log and to ensure the information is shared with the appropriate responding agencies and departments.

Emergency Control Group Responsibilities

The members of the Emergency Control Group (ECG) are likely to be responsible for the following actions or decisions:

- Calling out and establishing the Department Operations Center and equipment;
- Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to the law;
- Determining if the location and composition of the ECG are appropriate;

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- Advising the General Manager, Community Human Services, Mayor or designated Head of Council the status of the situation;
- Ensuring that an Incident Manager on site is appointed, as appropriate;
- Ensuring support to the Incident Manager of equipment, staff and resources as required are available;
- Ordering, coordinating and/or overseeing the evacuation of residents considered to be in danger;
- Discontinuing utilities or services provided e.g. hydro, gas, water etc.;
- Arranging for services and equipment from local agencies not under community control e.g. private contractors, industry, volunteers etc.;
- Notifying and requesting assistance from and/or liaison with, various levels of municipal departments or private agencies
- Determining if additional volunteers are required and if appeals for volunteers are warranted;
- Determining if additional transportation is required for evacuation or transport of residents or supplies;
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Communication Centre for dissemination to the media, public, residents, families and staff;
- Determining the need to establish advisory groups or subcommittee/working groups for any aspect of the emergency including recovery;
- Authorize the expenditure of money required to deal appropriately with the emergency;
- Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to the General Manager, Community Human Services within one week of the termination of the emergency (this log is done through the Department Operations Center);
- Participating in the debriefing following the emergency;
- Submitting report of events to the Ministry of Long Term Care;
- Consider and establish recover operations as required;
- Ensure all participating agencies with Critical Incident Stress Management capabilities or emotional trauma counselling capabilities are available to provide their services, as appropriate, along with a report to the CEMC outlining such;
- Receive a report from all involved divisions and agencies and make available a summary report to the General Manager, Community Human Services and to Council.

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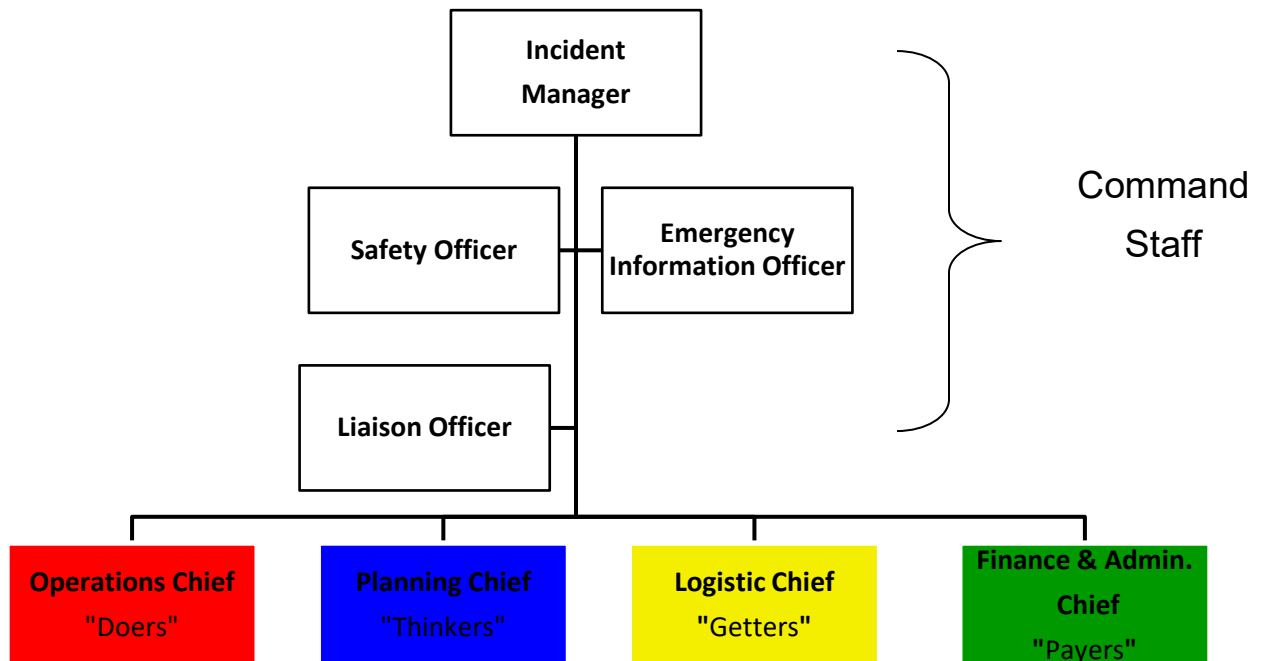
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Emergency Response System

Incident Management System

Riverview Gardens has adopted the Incident Management System for emergency response based on the recommendations from Emergency Management Ontario and the command structure followed at the corporate level in the Municipality of Chatham-Kent. The Incident Management System will consist of the following:



Further details on IMS are found in Annex S, Incident Management System.

Lines of Authority in an Emergency

In the event of an emergency and the activation of the Department Operations Center the lines of authority will be as follows:

Director, Senior Services
Director of Nursing
Supervisor, Maintenance Services
Manager, Long Term Care

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Internal Disasters

Based on the Completed HIRA (Annex U) the following items have been identified as potential risks for an internal emergency:

Bomb Threat	Code Blue – Medical Emergencies
Code Green - Evacuation	Code Red – Fire
Code White – Behaviour Management	Code Yellow – Missing Resident
Communications Malfunction	Loss of complete elevator system
Gas Leak	Hydro and/or generator malfunction
Oxygen	Water Loss or Contamination

For further details on the response plans for these emergencies please refer to the appropriate Annex, or contact the Director, Senior Services or the Supervisor, Environmental Services.

External Disasters

Based on the Completed HIRA the following items have been identified as potential risks for an external emergency:

Code Grey – Air Quality (Hazardous Materials)
Code Orange – External emergency
Weather related emergencies

Director, Senior Services

- Activating the Emergency Response Plan, gathering together the Emergency Control Group and ensuring the Department Operations Centre and Communications Centre's are set up as appropriate;
- Chair of the Emergency Control Group;
- Provide overall leadership in responding to the emergency;
- Declaring and terminating an emergency;
- Notifying the General Manager, Community Human Services, Mayor and Council, Executive Management Team (EMT) as appropriate, Ministry of Long Term Care & Ministry of Labour as appropriate of status and updates;
- Maintaining a personal log of all actions taken;
- Initiating the employee fan out list as appropriate;
- Authorize the immediate procurement of special supplies and services;
- Request support from external resources to meet the needs of operation during the emergency, including but not limited to Red Cross, Chatham-Kent Health Alliance, Department of Employment and Social Services, transportation companies etc;
- Ensuring media releases are completed in an open and transparent fashion;
- Maintaining contact with Police, Fire and EMS as appropriate;
- Complete an initial report on the emergency and response within 72 hours of the termination and a more thorough report prepared at a later time but within 30 days;
- Convene a debriefing meeting of all key personnel within 48 hours of the signal to terminate;

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- Ensure a post-emergency review of procedures occurs with all key personnel;
- Ensure recovery plan is implemented.

If an evacuation order is given (Code Green) then the additional duties will be completed. Please refer to the appropriate Annex as necessary.

Director of Nursing

- Participate in the activation of the Emergency Response Plan, assisting to gather together the Emergency Control Group and ensuring the Department Operations Centre and Communications Centre's are set up as appropriate;
- Member of the Emergency Control Group;
- Provide overall leadership in responding to the emergency, specifically for nursing functions;
- Ensuring business continuity is maintained including the essential tasks for resident care;
- Notifying the Ministry of Long Term Care as appropriate of status and updates;
- Maintaining a personal log of all actions taken;
- Request support from external resources to meet the needs of operation during the emergency, including but not limited to Pharmacy, Pro Resp, Red Cross, Chatham-Kent Health Alliance etc;
- Ensuring appropriate information is available for media releases and are in an open and transparent fashion;
- Ensure a post-emergency review of procedures occurs with all key personnel;
- Ensure recovery plan is implemented
- Maintaining a log of all costs and expenses associated with the emergency;
- Overseeing the operations of the Emergency Communications Centre (ECC);

If an evacuation order is given (Code Green) then the additional duties will be completed. Please refer to the appropriate Annex as necessary.

Manager, Long Term Care

- Participate in the activation of the Emergency Response Plan, assisting to gather together the Emergency Control Group and ensuring the Department Operations Centre and Communications Centre's are set up as appropriate;
- Authorize the immediate procurement of special supplies and services;
- Maintaining a personal log of all actions taken;
- Maintaining a log of all costs and expenses associated with the emergency;
- Ensuring appropriate information is available for media releases and are in an open and transparent fashion;
- Ensure a post-emergency review of procedures occurs with all key personnel;
- Controls all staff who have been called into work by:
 - Having them sign in and out if swipe cards are not functioning;
 - Updates status if staff are moved to the relocation centre;
 - Ensures necessary supplies and equipment are at the ECC;
 - Receives ongoing reports from managers to ensure necessary supports provided;
 - Responds to any inquiries from family members of residents and employees.

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Medical Director

- Participate in the activation of the Emergency Response Plan, gathering together with the Emergency Control Group if necessary and interacting with the Department Operations Centre and Emergency Communication Centre's as appropriate;
- Maintaining a personal log of all actions taken;
- Provide medical directives for the care and guidance of residents.

Nurse Managers

- Participate in the activation of the Emergency Response Plan, taking direction from the Emergency Control Group;
- Maintaining a personal log of all actions taken;
- Oversee the activities of the Nursing Departments (including RN's, RPN's & PCG's);
- Ensure resident essential needs are still met;
- Provide leadership to nursing departments throughout the emergency;
- Ensure all necessary documentation is kept current and up to date;
- Ensure all documentation is ready and available off line in the event of a power loss, network failure or evacuation.

Supervisor, Environmental Services

- Participate in the activation of the Emergency Response Plan, gathering together with the Emergency Control Group and interacting with the Department Operations Centre and Communications Centre's as appropriate;
- Member of the Emergency Control Group;
- Maintaining a personal log of all actions taken;
- Oversee the activities of the Housekeeping and Laundry Departments;
- Act as the Operations Officer in the Department Operations Center;
- Ensure all linen and supplies are ready and available in the event of an evacuation;
- Responsible for ensuring the Emergency Response Plan is kept accurate and up to date and reviewed annually;
- Responsible for conducting exercises throughout the year based on the Exercise Plan, including participation in monthly fire drills;
- On termination of emergency, requests report from all those involved at Department Operations Center;
- Completes post emergency report and debriefing of identified improvements to procedures at Department Operations Center & Communication Centre.

Supervisor, Maintenance

- Participate in the activation of the Emergency Response Plan, gathering together with the Emergency Control Group and interacting with the Department Operations Centre and Communications Centre's as appropriate;
- Member of the Emergency Control Group;
- Maintaining a personal log of all actions taken;

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- Oversee the activities of the Maintenance Department;
- Responsible for participating in monthly fire drills;
- Responsible for ensuring all equipment and power sources are left secure in the event of an evacuation, including the security of the building.

Supervisor, Dietary Services

- Participate in the activation of the Emergency Response Plan, gathering together with the Emergency Control Group and interacting with the Department Operations Centre and Communications Centre's as appropriate;
- Member of the Emergency Control Group;
- Maintaining a personal log of all actions taken;
- Oversee the activities of the Dietary Department;
- Responsible for ensuring there is a seven day supply of emergency food, (above and beyond what is on site in the kitchen through the regular menu). Refer to Annex X, Dietary for more details;
- Responsible to ensure diets and textures for each resident are according to each residents' charts, based on the equipment and services available in an emergency.

Therapeutic Recreation and Volunteer Supervisor

- Participate in the activation of the Emergency Response Plan, gathering together with the Emergency Control Group and interacting with the Department Operations Centre and Communications Centre's as appropriate;
- Member of the Emergency Control Group;
- Maintaining a personal log of all actions taken;
- Oversee the activities of the Volunteers and Activation Department;
- Responsible for recruiting volunteers and ensuring appropriate training and documentation of their involvement in the emergency;
- If additional volunteers are required contact the Red Cross.

Social Worker

- Participate in the activation of the Emergency Response Plan, taking direction from the Emergency Control Group or the Department Operations Centre;
- Maintaining a personal log of all actions taken;
- Liaise with Community Care Access Centre regarding admissions, discharges and transfers of residents;
- Provide communication support to residents and families regarding the emergency through telephone calls, and media. Assistance may be required based on the situation.

Chaplain

- Participate in the activation of the Emergency Response Plan, taking direction from the Emergency Control Group or the Department Operations Centre;
- Maintaining a personal log of all actions taken;

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- Assist in providing support to residents and their families, including but not limited to notification to next of kin, POA's etc of an emergency.

Safety and Training Coordinator

- Participate in the activation of the Emergency Response Plan, taking direction from the Emergency Control Group or the Department Operations Centre;
- Maintaining a personal log of all actions taken;
- Act as the Assistant Duty Officer in the Department Operations Center.

Charge Nurse

- Notify the Director, Senior Services or designate of an emergency situation;
- Participate in the activation of the Emergency Response Plan, taking direction from the Emergency Control Group or the Department Operations Centre;
- Maintaining a personal log of all actions taken;
- Provide leadership to all staff;
- Other duties as assigned in Annex's as appropriate.

Inventory Control/Receiver

- Participate in the activation of the Emergency Response Plan, taking direction from the Emergency Control Group or the Department Operations Centre;
- Maintaining a personal log of all actions taken;
- Order/purchase any supplies and/or equipment on short notice as required.

Administration Staff

- Participate in the activation of the Emergency Response Plan, taking direction from the Emergency Control Group or the Department Operations Centre;
- Maintaining a personal log of all actions taken;
- Provide assistance to ECG & Department Operations Center as required.

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Municipal Emergency Personnel

Each department listed will have their own Emergency Response Plan and priorities. Listed below are examples of assistance that individual or department may provide to RVG in an emergency here at the home.

Community Emergency Management Coordinator

The Community Emergency Management Coordinator (CEMC) is responsible for planning and response during a Municipal emergency. During an emergency at Riverview Gardens the Municipal EOC maybe activated. The CEMC will be the Operations Officer for the EOC at the Civic Centre. During an emergency at RVG the CEMC will be a source of expertise on emergency management best practices.

Fire

- Fire fighting operations;
- Command Post Co-ordination with other emergency response authorities;
- Emergency fire, natural gas leak or hazardous chemical spill response co-ordination.

Police

- Security/Traffic Control/ Technical Advice;
- Bomb Threat Response Coordinator;
- Command Post Coordinator with other emergency response authorities;
- Temporary morgue and notification of fatalities to the Coroner;
- Reporting of casualties.

EMS

- Emergency dispatch of ambulances for relocation of residents and staff requiring immediate medical aid during evacuation process;
- Command Post Coordinator with other emergency authorities.

Public Works

- Emergency dispatch of public works staff for roads and blockades.

Social Services

- Potentially offer expertise and assistance in relocating of residents, in terms of arrangements with Red Cross, Salvation Army, and food and clothing.

Public Health Unit

- Provide guidance for disease related emergencies;

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- Provide special instructions on public health matters.

Water & Waste Water Services

- Provide guidance for water and sewage related emergencies.

Other Agencies

Chatham-Kent Health Alliance

- Providing emergency medical in the ER department.

Enbridge

- Respond to natural gas leak emergencies to shut off gas and make emergency repairs;
- Provide technical guidance in gas emergencies at Department Operations Center.

Entegrus

- Respond to hydro outages;
- Turn off power when situation warrants.

Medical Pharmacy

- Will make the necessary arrangements to fill medication orders and arrange for delivery to the necessary evacuation sites in the event of a Code Green. Please refer to the Code Green Annex for further information and reference to Medical Pharmacy policy on emergency procedures for medication.

Shoppers Home Health Care

- May be a potential supplier for emergency equipment such as wheelchairs, lifts etc.

Pro-Resp Oxygen

- Will make the necessary arrangements to fill oxygen requests and arrange for delivery to the necessary evacuation sites in the event of a Code Green.

Food Suppliers

- Will make the necessary arrangements to fill food orders and arrange for delivery to the necessary evacuation sites in the event of a Code Green;
- The home will endeavor to utilize current contracts, however, the circumstances at hand will dictate priorities.

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Transportation Suppliers – supplies and residents

- Will make the necessary arrangements to transport equipment, supplies and residents to the necessary evacuation sites in the event of a Code Green;
- The home will endeavor to utilize current contracts, however, the circumstances at hand will dictate priorities.

Volunteers

- Respond when assistance requested to perform tasks within their natural skill set and ability.

Red Cross

- Establish a citizen reception centre as well as registration and enquiry services.

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Telecommunications Plan

Media Relations

As per the Media Release Policy and Procedure from the Municipality, all statements to the media must be completed in the outlined format and be presented by a designated and approved employee. The spokesperson for Riverview Gardens is the Director, Senior Services. Other employees from Riverview Gardens are not permitted to make statements to the media unless they receive approval from the Director, Senior Services or the General Manager, Community Human Services before doing so.

All interviews and statements must be clear and concise, open and transparent and only state the facts. Personal opinions should not be given. When initially speaking regarding the event the presenter should:

- Acknowledge the event with empathy;
- Explain and inform, in simple terms the emergency and the risks;
- Establish and maintain credibility (through openness and transparency);
- Provide an outline of the next courses of action, including how/where to get more information;
- Commit to continued communication as information warrants.

Unless otherwise advised the media will be directed to the Media Centre at the Civic Centre and will not be granted permission to enter the home during an emergency for the health and safety of the residents.

Emergency Communications Centre

The Emergency Communication Centre (ECC) will be set up as deemed necessary by the Director, Senior Services and the Emergency Control Group (ECG). The location of the ECC will be in the Chapel. The Alternate locations are the 3rd floor multi purpose room and the outdoor storage shed, whichever location is more suitable at the time. In the event of an evacuation the location of the ECC will be determined based on where the residents are evacuated to.

The Emergency Communications Centre is where staff, and volunteers will report to be given direction and an update on the status of the emergency. This is not where the media will receive updates on the status of the emergency. In addition, the front reception will field general inquiries pertaining to the emergency.

The activities of the ECC will be overseen by the Director of Nursing, including staffing, supplies and equipment for the ECC.

Communications with Staff

Updated and current information for staff will be provided as it becomes available. Staff will receive information via email, postings in the Information Centre, handouts upon arrival for their shift,

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messaging through Workforce and communication boards in the ECC. This information will be provided by the Director Senior or designate.

In the event that the telephones are not working and staff are aware of a possible emergency at Riverview Gardens, they are requested to tune their radio to:

- **CFCO Radio 630** (519-352-3000) for instructions
- **CKSY 94.3 FM** (519-354-2200)
- **CKXS 99.1 FM** (519-627-0007)

Please refer to Annex M for more details.

Communications with Residents and families

Updated and current information will be shared with residents and their families as it becomes available through phone calls, mail outs, handouts upon arrival and communication boards in the ECC. This information may be provided to the Social Worker for dissemination.

Communications from Department Operations Center

Information from the Department Operations Center will be in the form of Situation Reports (Sit Reps) or Briefings and the Operations Log. Information will be shared with members of the Emergency Control Group, the Emergency Communications Centre and other supporting responders. All Communications will be recorded on the Department Operations Center Log as an entry outlining that the information was shared, date, time and who authorized the release of the information.

For more information please see Annex Q.

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Business Continuity Plan

The process of creating, testing and maintaining an organization-wide plan to recover from any form of disaster is called Business Continuity Planning. It should encompass every type of business interruption, from small to large scale. Details can be found in Annex Q.

Essential Duties

Each department will complete an Essential Duties List outlining what tasks must continue to be completed and the frequency. As an emergency progresses and staffing issues arise this list will be used as a guide to determine which tasks are a priority.

Staffing Levels

Each department will complete an Essential Staffing Levels document outlining the bare minimum of staff that would be required in order to complete those tasks that have been outlined in the Essential Duties List.

Skill Set and Training

The Essential Duties List will outline those tasks which must be completed within a specified classification due to education requirements and those tasks which any employee, volunteer or family member could be trained to perform.

It is imperative that all staff understand that in the event of an emergency they may be performing duties outside their normal classification providing they have the skill and ability, in some cases with training, to perform the job assigned.

Volunteers

Volunteers will be used only through Registration with the Therapeutic Recreation and Volunteer Supervisor or through the Red Cross. All Volunteers must sign a waiver and only perform tasks and duties that are within their skill set and can be verified.

Supplies and equipment

The Essential Supplies and Equipment List will outline by each department what is required and it will prioritize these items. Each department will be responsible for maintaining these items in stock and rotating them as needed.

Mass Casualties

In the event of an emergency resulting in mass casualties the Director of Nursing, or designate will contact the MOHLTC, the Coroner and the local funeral homes to expedite the removal process. Further direction on the temporary containment will be provided as per current medical recommendations.

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Recovery

Emergency recovery operations commence when the impact of an occurrence has been successfully mitigated and once the threat/hazard is no longer apparent. At that time, the focus of emergency operations shifts from dealing with the event itself to dealing with the aftermath of the event.

The aim of emergency recovery operations is to provide the structure for effective administration, coordination and implementation of any extraordinary arrangements or measures required to recover from an emergency.

Under some circumstances the recovery process may be initiated before the emergency has been terminated. Once initiated the recovery process will remain active until all recovery operations are completed. Throughout the Recovery phase updates and information will continue to be shared with the media and families as required.

Recovery Committee

The type of emergency and the magnitude of the event will be key considerations in defining the role of the Recovery Committee. These considerations will also be factors in determining who the members of the Committee will be.

The key responsibility of the Recovery Committee is to develop recommendations for plans and programs to bring Riverview Gardens to its new level of normalcy, in a timely manner as is practical. The Recovery Committee will present the recommendations to the Emergency Control Group and then provide updates on the progress and implementation of said recommendations.

The purpose of forming a committee to complete these tasks is to ensure the lessons noted in the emergency are acted upon across all departments and not in silos.

The Recovery Committee may include, but not be limited to:

- Nurse Managers
- Manager, Long Term Care
- Supervisor, Environmental Services;
- Supervisor, Maintenance Services;
- Supervisor, Food Services;
- Coordinator, Volunteer Services.

Additional members may be added to the Recovery Committee as required based on the emergency.

Focus of Recovery Efforts

Recovery efforts can be categorized into three general areas:

- Human Needs;

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- Facility Needs;
- Financial Needs.

Human needs include but are not limited to:

- Continued operation of the Department Operations Centre (DOC);
- Continued operations of emergency evacuation sites, temporary accommodations for staff, and the Emergency Communication Centre until they no longer required;
- Ensuring the physical and emotional health needs are being addressed for staff, volunteers and residents;
- Ensuring Critical Incident Stress and other counselling services are available to staff, volunteers and residents;
- Ensuring all required documentation is completed and filed as required.

Facility needs include but are not limited to:

- Determining the extent of damage to the physical structure, telecommunications, and equipment and developing a plan to address the repairs;
- Ensuring access to unsafe areas is restricted;
- Maintain liaison with insurance adjusters concerning damaged structures and other assets;
- Ensure appropriate financial records relating to infrastructure needs are maintained.

Financial needs include but are not limited to:

- Manage financial expenditures for actions to recover from the event;
- Develop a plan for the timely award of contracts essential to recovery based on Municipal policy;
- Develop appropriate financial reports and documentation for the recovery effort;
- Maintain liaison with insurance adjusters and legal advisors regarding potential litigation;
- Explore avenues for funding relief/grants to offset any shortfalls in insurance recovery.

For further details on the Recovery process please see Annex Q.

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Exercise Program

An exercise is a simulated emergency, in which members of various departments, internal and external, perform tasks that would be expected of them in a real emergency.

An exercise program is a risk-based process that includes a cycle, mix and range of exercise activities of varying degrees of complexity and interactivity.

Under the FLTCHA Riverview Gardens is required to test its Emergency Response Plan on an ongoing basis. The Ontario Fire Code also requires the home to do monthly testing of its Fire Plan (Code Red). In addition to the legal requirements to perform exercises of the Emergency Response Plan, other benefits are:

- While testing you will be validating the plans, policies, procedures, training, equipment and inter-organizational agreements;
- Training personnel in roles and responsibilities – as supported by your plans and procedures;
- Improving inter-organizational coordination and communications;
- Identifying gaps in resources and training, and identify areas for improvement;
- Improving individual and organizational performance through practice.

There are two general types of exercises:

1. Discussion Based;
2. Exercise Based.

Discussion Based Exercises

Discussion based exercises are used to familiarize participants with current plans, policies, agreements and procedures. They are also used to develop new plans, policies, agreements and procedures. They include:

- **Seminars** – an informal discussion exercise, designed to orient the participants to new or updated plans, policies or procedures. They are a good starting point for organizations that are developing or making major changes to their plans and procedures;
- **Workshops** – an exercise that resembles a seminar but is used to build specific products, such as a draft plan or policy. They differ from a seminar in that participant interaction is increased and the focus is on achieving or building a plan or policy;
- **Table top exercises** – is an activity in which key staff or other emergency management personnel are gathered together informally and without time constraints, usually in a conference room setting, to discuss various simulated emergency situations. The focus is on examination and discussion of problems with resolution. They are used for validation, especially in testing for weaknesses in procedures. Participants are expected to know the emergency plan before the table top begins so they can test how the plan works as the scenario unfolds;
- **Games** – is an exercise style that explores the way decisions are made and the consequences of those decisions in a simulated situation. In a game, the same situation can be examined from various angles by changing the variables that guide participants' actions. It often involves two or more teams, usually in a competitive environment, using rules, data and procedures designed to depict an actual or assumed real life situation.

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Operations Based Exercises

These are exercises that validate plans, policies, agreements and procedures, clarifying roles and responsibilities and identifying resource gaps in an operational environment. This type of exercise is more complex and players must actually resolve the scenario by acting out their responses as opposed to talking about how they would respond like in a Discussion Based Exercise. They include:

- **Drills** – a coordinated, supervised activity that is used to test a single specific operation or function within a single entity. They are used to provide training on new equipment, to develop or test new policies or procedures and to practice and maintain current skills;
- **Functional Exercises** – is designed to test or evaluate the capability of individual or multiple emergency functions, with time constraints and normally in the emergency operations centre. They tend to focus on exercising the plans, policies, procedures and the staff that would be involved in the incident. They help players to simulate a response to a scenario, including decision-making skills;
- **Full Scale Exercise** – evaluates the capability of emergency management systems over a period of time, by testing the major portions of an emergency operations plan and the organization itself, while under the stress of an emergency. It is the most complex and expensive step in the exercise cycle. They are multi-organizational, multi-jurisdictional exercises that test and evaluate many parts of emergency response and recovery in an interactive manner. The focus of a full scale exercise is on implementing and analyzing the plans, policies and procedures developed in discussion based exercises and tested in previous, smaller, operations based exercises.

Riverview Gardens conducts three monthly fire exercises, two are table top and one is a drill. The table top exercises are conducted by the Charge Nurse, one on the afternoons shift and one on the night shift. The drill is conducted by the Supervisor, Environmental Services and the Supervisor, Maintenance on the day shift. See Annex A Code Red for further details.

Exercises are an essential component of an emergency management plan and as such Riverview Gardens will also be implementing an exercise program that will consist of a range of styles and topics of exercises in varying and increasing degrees of complexity and interaction. See Annex U Emergency Exercises for further details.