



# Community Support Connections



## Emergency Preparedness and Pandemic Plan

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## 1. Table of Contents

<b>2. Introduction/Purpose .....</b>	<b>5</b>
<b>3. Emergency Management Phases and Principles.....</b>	<b>9</b>
<i>Incident Management.....</i>	<i>12</i>
<b>4. Scope, Plan Management, Administration, and Review .....</b>	<b>13</b>
<i>Monitoring, Revision, and Review.....</i>	<i>13</i>
<i>Policy Framework and Related Policies .....</i>	<i>14</i>
<b>5. Roles and Responsibilities.....</b>	<b>15</b>
<i>Emergency Response Team .....</i>	<i>15</i>
<i>Executive Director .....</i>	<i>16</i>
<i>Emergency Director .....</i>	<i>17</i>
<i>Incident Commander .....</i>	<i>18</i>
<i>Emergency Operations Control Group (EOCG).....</i>	<i>18</i>
<i>Operations Management Group .....</i>	<i>19</i>
<i>Employees, Volunteers, and Independent Contractors.....</i>	<i>20</i>
<i>Visitors and Others.....</i>	<i>20</i>
<b>6. Preparedness .....</b>	<b>21</b>
<i>Hazard Identification and Risk Assessment (HIRA).....</i>	<i>21</i>
<i>Planning Assumptions .....</i>	<i>23</i>
<i>Communications .....</i>	<i>25</i>
<i>Fire Alerts.....</i>	<i>25</i>
<i>Cellular Phones.....</i>	<i>25</i>
<i>Teletypewriter Telephones (TTY).....</i>	<i>26</i>
<i>Emergency Plan Awareness, Education, and Training .....</i>	<i>26</i>
<i>Emergency Plan Exercises (EPE).....</i>	<i>26</i>
<i>Post-Exercise Analysis and Review (PEAR).....</i>	<i>26</i>

<i>Post-Incident Analysis and Review (PIAR)</i> .....	27
<i>Emergency Mapping</i> .....	27
<i>Workplace Inspections</i> .....	27
<i>Immunization</i> .....	28
<i>Personal Protective Equipment (PPE)/Emergency Supplies</i> .....	28
<i>Asset Protection</i> .....	29
<b>7. Pandemic Plan</b> .....	<b>30</b>
<i>Purpose</i> .....	30
<i>What Is Influenza?</i> .....	30
<i>Pandemic Phases</i> .....	31
<i>Community Support Connections' Response to Pandemic Periods and Phases</i> .....	31
<i>Preventative and Proactive Measures</i> .....	33
<i>Training</i> .....	34
<i>Inspections</i> .....	34
<i>Emergency Contact</i> .....	35
<i>Notification to First Responders</i> .....	35
<i>Community Support Connections' Pandemic Response Team</i> .....	35
<i>Operational Strategies</i> .....	35
<i>Operational Guidelines</i> .....	36
<i>Community Use of Community Support Connections' Facilities</i> .....	36
<i>Custodial Services</i> .....	37
<i>Security of Facilities</i> .....	37
<i>Identification of Essential Personnel</i> .....	37
<i>Meetings and Professional Development Activities</i> .....	37
<i>Remote Work Locations</i> .....	37
<i>Infection Control Measures</i> .....	38
<i>Employee Leave and Pay</i> .....	38
<i>Travel</i> .....	38
<i>Communications</i> .....	39

<b>8. Response .....</b>	<b>40</b>
<i>Response Levels .....</i>	40
<i>Incident Response Process .....</i>	40
<i>Individuals Discovering An Emergency Should: .....</i>	41
<i>Plan Activation .....</i>	42
<i>Incident Response Measures.....</i>	44
<i>Operational and Strategic Response Measures.....</i>	44
<i>Incident Coordination .....</i>	45
<i>Communications .....</i>	45
<i>Internal Emergency Notification .....</i>	46
<i>Infrastructure Response Function .....</i>	46
<i>Medical Response and Safety Function.....</i>	46
<i>Safety Function .....</i>	46
<i>Critical Incident Response .....</i>	47
<i>Fire Safety Plan/Evacuation Plans .....</i>	47
<i>Program Action Plans .....</i>	47
<i>Continuity/Delegation of Authority.....</i>	48
<i>Plan De-activation .....</i>	49
<b>9. Recovery.....</b>	<b>50</b>
<i>Business Continuity/Recovery Processes .....</i>	50
<i>Communications .....</i>	50
<i>Crisis Counselling .....</i>	50
<i>Scene Security, Protection, and Preservation.....</i>	50
<i>Damage Assessment and Remediation/Reparation/Replacement .....</i>	51
<i>Service Resumption .....</i>	51
<i>Business Recovery Process .....</i>	51
<i>Post-Incident Analysis and Review (PIAR).....</i>	53
<b>10. Appendices.....</b>	<b>54</b>
<i>I. Examples of Incidents and Levels of Response .....</i>	54

<i>II. Emergency Preparedness Training.....</i>	<i>55</i>
<i>III. Emergency Contact Lists.....</i>	<i>55</i>
<i>IV. Fire Safety and Evacuation.....</i>	<i>55</i>
<i>V. Food-Borne Illness.....</i>	<i>57</i>
<i>VI. Program Action Plans.....</i>	<i>57</i>
Essential Services .....	57
Group Services.....	58
In-Home Services.....	59

## **2. Introduction/Purpose**

Functional emergency management planning is vital for any organization to be prepared to deal with, respond to, and recover from any significant incident (either natural or human-induced and of a physical or technological nature that may strike).

Community Support Connections, like any other organization, is vulnerable to disaster. Emergency situations can occur suddenly with little to no warning, creating situations in which Community Support Connections' normal business operations may become strained or, even overwhelmed. Community Support Connections has therefore developed this Emergency Plan to enable appropriate and timely response measures to safely control and terminate an emergency, then recover from such emergency and resume Community Support Connections' normal business operations in the safest, most-expedient manner practicable.

While serving Community Support Connections as a whole, this Emergency Plan has been prepared primarily for the people who will use it. The purpose of this Emergency Plan is to provide a systematic, structured approach for preparedness, response, and business continuity/recovery at Community Support Connections so that Community Support Connections and its stakeholders can be prepared for, and if necessary, appropriately respond to, deal with, and recover from an incident that may adversely impact Community Support Connections services.

Under emergency conditions:

- the primary priority of Community Support Connections is to protect human life before the protection of secondary priorities such as the environment and property; and
- the primary objective of Community Support Connections is to respond appropriately to emergency conditions and manage the business continuity/recovery operations to restore Community Support Connections' normal business operations.

Emergency preparedness is about establishing action plans, processes, measures and/or protocols which either reduce the severity of an incident or likelihood of an incident. Preparedness decreases the physical and emotional impact by identifying and minimizing associated risks. There are many preparedness strategies identified in this Emergency Plan, including:

- identifying and training specific emergency response teams to effectively deal with incidents most probable in our unique Community Support Connections' environment;
- identifying incidents requiring response;
- establishing protocols and action plans;
- utilizing equipment and resources;
- drawing situational awareness through risk assessment, emergency preparedness awareness and education; and
- establishing ongoing training programs for Community Support Connections'

emergency responders.

The Emergency Plan further identifies the management structure (together with key roles, responsibilities and assignments) and general guidelines to follow in emergency preparedness, emergency response, and business continuity/ recovery functions.

Using best practices for emergency management planning and adopting an Incident Command System (ICS) structure for emergency response, this Emergency Plan has been designed to be an “all-hazards” management plan containing concepts, relationships, responsibilities, and guidelines that apply during incident response, regardless of the nature or origin of the incident. This plan does not address unique conditions resulting from any particular hazard or situation.

Should an incident arise that disrupts Community Support Connections’ normal business operations, the Emergency Plan has been established to address any immediate requirements and special measures that must be taken to:

- ensure the welfare of clients, volunteers, employees, and the public;
- manage immediate communications and information regarding emergency response operations and safety;
- provide and manage critical services and operations to maintain Community Support Connections services and business functions as appropriate;
- provide and analyze essential information supporting decision-making and action plan implementation; and
- manage Community Support Connections resources effectively during emergency response operations and continuity/ recovery operations.

This Emergency Plan does not replace Community Support Connections’ systems currently in place for health and safety, security, hazardous materials management, or other measures already established and implemented at Community Support Connections. Rather, the Emergency Plan Supplements Community Support Connections’ existing safe work programs and procedures, standard operating procedures and administrative practices with a temporary emergency management structure, which provides for an immediate administrative focus on response operations and an early transition to business continuity/recovery operations.

Based on an ‘all-hazards’ approach to emergency management, the design of this Emergency Plan provides flexibility for the management of communications, information, activities, and operations during an incident, regardless of the magnitude, complexity or severity of the incident, be it an occurrence, event, emergency, or disaster. Such flexibility ultimately enables Community Support Connections to activate the Emergency Plan in whole or in part, as appropriate, and to mobilize existing resources to incident response efficiently and effectively for a smooth transition from response to business continuity/recovery to restore to normal Community Support Connections’ business operations. The ICS structure further provides a framework that enables Community Support Connections to



seamlessly coordinate incident response within a unified command structure among any public emergency services and public agencies, should they become involved and/ or assume control of a response effort.

The objectives of this Emergency Plan are:

### Organization

- Provide clear, easy-to-follow, checklist-based guidelines for the most critical functions and liaisons during emergency management response and business continuity/recovery operations;
- Provide a framework in which users can quickly determine their roles, responsibilities, and primary tasks;
- Link and coordinate processes, actions, and the exchange of critical information into an efficient and real-time overall emergency management response, in which all entities have access to the emergency management response process and know what is going on at Community Support Connections; and
- Provide a basis for training staff and volunteers in emergency management response and business continuity/recovery operations.

### Communications and Information Management

- Provide a central point of communications both for receipt and transmission of urgent information and messages;
- Provide an official point(s) of contact for Community Support Connections during emergencies when normal channels are interrupted;
- Provide comprehensive communication services for voice, data, and operational systems; and
- Collect and collate all disaster information for notification, public information, documentation and post-incident analysis.

### Decision-Making

- Provide a clear decision-making process for emergency management response and business continuity/ recovery operations; and
- Determine, through such process, the level of emergency management response and the extent of emergency management control and coordination that should be activated when incidents occur.

### Response Operations

- Use Community Support Connections' resources to implement a comprehensive, timely, and efficient emergency management response and recovery team; and
- Continuously be prepared with a proactive emergency response and business continuity/recovery management action plan, for the possibilities and eventualities of emerging incidents.



### Recovery Operations

- Transition emergency management response operations over to Community Support Connections' normal business operations, as safe and effectively practicable; and
- Support emergency management business continuity/recovery plans and processes, as needed, during business recovery phases.

### 3. Emergency Management Phases and Principles

Community Support Connections' Emergency Plan considers commonly used emergency management phases and principles that have been summarized in this section to provide the reader with a basic overview.



The five emergency management phases include:

1. **Planning Phase:** Continues throughout and is informed by all of the subsequent emergency and risk management phases. The dynamic nature of organizational risk ensures that planning is never concluded and is an ongoing process within emergency management. Planning entails identifying structured, operational processes to ensure maximum utilization of available resources and to ensure a timely response.
2. **Preparedness Phase:** Defines the period of time when risk is foreseen (usually preceding an actual incident) and resources must be predetermined or operational demands decreased to mitigate the impact of an incident.
3. **Response Phase:** Occurs when risk is imminent or occurring, and/or resources are deployed to resolve issues in order of priority. The response phase is the process of planning for and/or implementing the reaction to an incident. The primary goals of the response phase are to:
  - a. Protect life,
  - b. Ensure the safety and health of personnel,
  - c. Limit and contain damage within facilities and equipment,
  - d. Stabilize operational, service and public impacts of an incident, and
  - e. Manage and communicate information regarding the incident to Community Support Connections stakeholders through emergency response and business continuity/ recovery operations, including incident and crisis management and crisis communications.

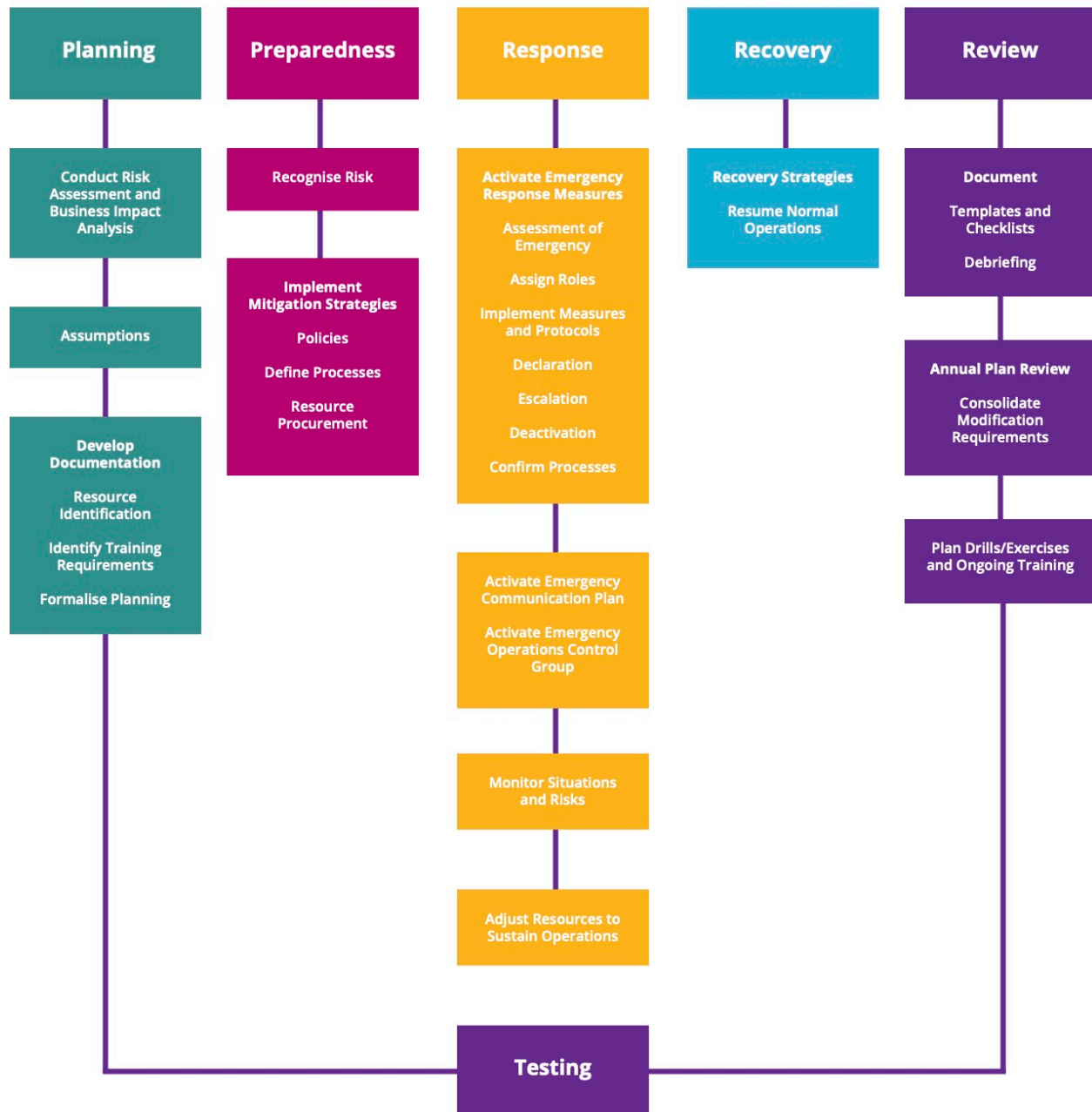
4. **Recovery Phase:** Encompasses the process of returning business to normal by directing resources to resume activities that may have been suspended or otherwise terminated due to the incident.
5. **Review Phase:** Requires the assessment of performance during the preparedness, response, and recovery phases of an incident and the root causes of the incident itself. This assessment should indicate the type of organizational threat and the real impacts of the threat. This is also the time after an incident to debrief and assemble/document relevant information about the incident for further review. Activities documented in the review phase will include analysis of key decisions during the event and the reasoning and justification for those decisions. Lessons learned should also be recorded and analyzed. Community Support Connections will complete a review to enhance crisis management capabilities and further planning that will drive opportunities for process improvement encouraging feedback and change and the Emergency Plan modified as necessary.

Emergency management principles are vital in coordinating the communication, management, and relationship between internal and external response teams, and to all other stakeholders that have an interest in the response. Seven emergency management principles include:

1. **Recognition:** Classifying, labelling and defining risk helps stakeholders to identify, recognize and determine the risk, nature and intensity of the response. Risk classification and labelling determines the effect on stakeholders and human resources. Inaccurate terminology can mislead and result in poor response, particularly with numerous stakeholders.
2. **Notification:** Information is communicated to specific internal and external resources through cascading systems. Notification procedures are distinguished between notifications and advisories. (Notification leads to the activation of a specific response, whereas advisories are meant only for disseminating information). Responding groups will be notified according to structure.
3. **Activation:** A sequence of steps are activated which will mean coordinating multiple responses activities within the entity and with external stakeholders, requiring a distinct understanding of when a plan is activated.
4. **Deployment:** Specifies the movement of volunteers, staff, equipment, expertise and information. Resources will be deployed based on the demand of the emergency.
5. **Operations:** Describes all the responses, actions, and resources needed to resolve issues in sequential priority.
6. **Recovery:** The process of returning business to normal by utilizing resources to restart activities that may have been suspended due to the incident.
7. **Review:** Review to ensure that emergency preparedness standards have been met. Example: Review documentation of the actions taken during an emergency to determine deficiencies within an emergency management plan. This allows recommendations to be made, either improving emergency management planning or confirming its effectiveness.

# Emergency Preparedness and Pandemic Plan

The integration of these key emergency management principles with each of the emergency management phases is illustrated in the following chart:



## Incident Management

Emergency management planning at Community Support Connections adopts the Incident Command System (ICS) structure and model. The defined organizational structure; roles and responsibilities; and processes and practices are integral characteristics of the ICS for the efficient and effective establishment of quantifiable goals, delegation of authority to achieve goals, and empowerment of authority to direct emergency response.

#### **4. Scope, Plan Management, Administration, and Review**

Community Support Connections Policy 7500 (Emergency Preparedness, Pandemic Planning, and Service Continuity) requires Community Support Connections to establish, maintain and test an Emergency Plan to ensure emergency preparedness and response measures are in place at Community Support Connections locations and service provision sites.

##### **Monitoring, Revision, and Review**

To ensure that the Emergency Plan remains effective, an annual review of the Emergency Plan will be conducted:

- as part of an Emergency Plan Exercise (EPE) to test the Emergency Plan and Community Support Connections' preparedness;
- randomly as a part of a process audit of the Emergency Plan; or
- as a result of an incident where deficiencies/ non-conformities have been identified during post- incident debriefing.

The Executive Director shall report, at least annually, to Community Support Connections' Board of Directors any recommended changes to Community Support Connections' Emergency Preparedness and Pandemic Plan. The Emergency Plan will be revised and updated as necessary to ensure that it continually reflects Community Support Connections' requirements and accurately describes current and relevant best practices with respect to emergency management principles and strategies. Interim revisions to the Emergency Plan may be made when one of the following occurs:

- A change in Community Support Connections site location and/or configuration that materially alters the information contained within the Emergency Plan or otherwise materially affects implementation/ maintenance of the Emergency Plan;
- A material change identified as part of the hazard identification and risk assessment (HIRA) process, the emergency preparedness process, emergency response process, resources;
- Internal assessments after an actual incident occurs or experience in actual incident responses identify significant changes should be made in the Emergency Plan as part of the Post-Incident Analysis & Review (PIAR) process;
- Internal assessments or third party reviews of Emergency Plan Exercises (EPE) identify significant changes should be made in the Emergency Plan as part of the Post-Exercise Analysis and Review (PEAR) process;
- Internal assessments identify changes should be made in the Emergency Plan as part of the Emergency Plan's Annual Review process;
- New laws, regulations or Community Support Connections policies are enacted/implemented that affect the contents within, or the implementation and maintenance of the Emergency Plan; or

- Other changes impacting the Emergency Plan deemed significant.

The Emergency Director will be responsible for the Emergency Plan Revision process to ensure that approved changes, updates, and revisions to the Emergency Plan are recorded and distributed accordingly. The Emergency Director will determine the date, time and location of the Annual Review, including required participants. To assist with the review process, anyone wishing to submit proposed changes to the Emergency Plan may do so in writing to the Emergency Director.

Major changes will be presented to the Board of Directors for consideration. If accepted, recommendations/amendments will be effective as soon as practicable once incorporated into the Emergency Plan. Minor changes may be implemented at any time during the year at the discretion of the Executive Director. They will be noted, collected, and considered during annual review of the Emergency Plan.

### Policy Framework and Related Policies

The following policies support directly/indirectly this Emergency Plan:

- 1710 Safety Framework
- 1730 Client Safety
- 1750 Food Safety
- 1790 Accident and Incident Reporting and Response
- 2300 Representing Community Support Connections
- 4000 Series: Health and Safety
- 7100 Risk Management
- 7500 Emergency Preparedness, Pandemic Planning and Service Continuity
- 7600 Critical Incident Reporting

These policies and this document may be viewed electronically on Community Support Connections' Board and Employee SharePoint sites.



## 5. Roles and Responsibilities

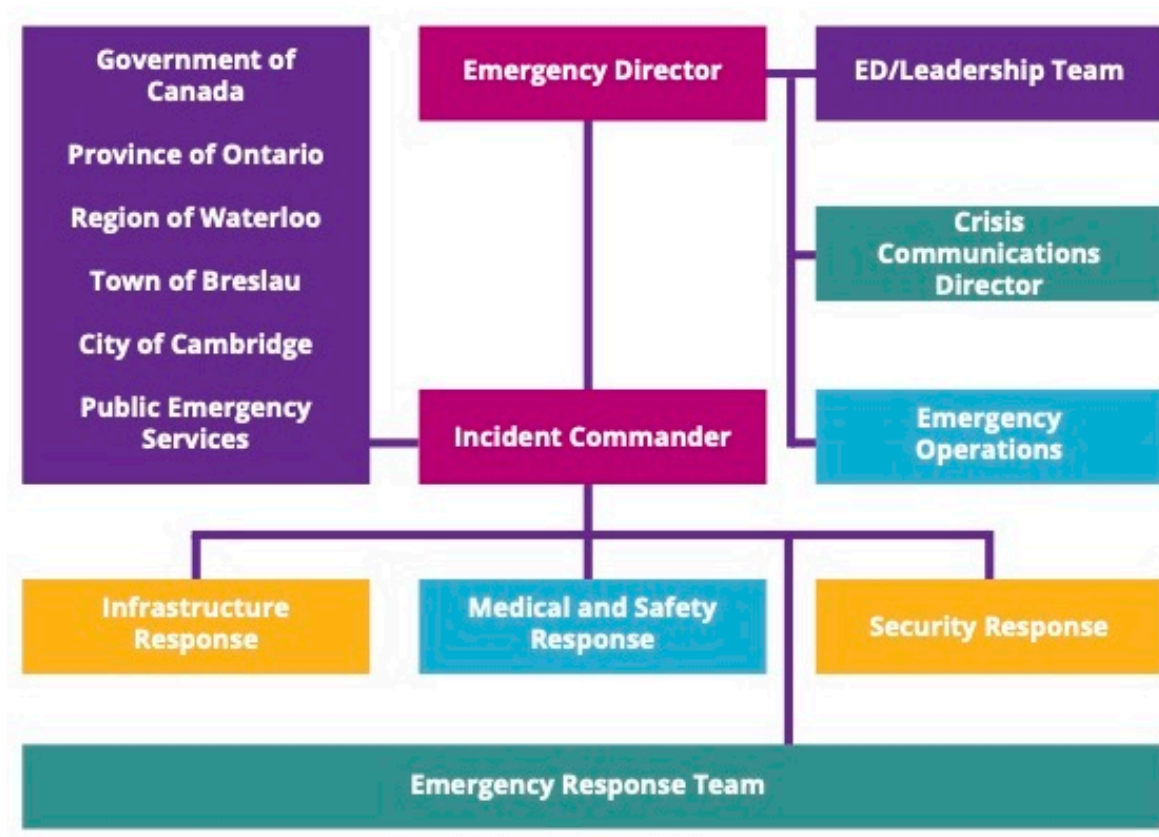
This Emergency Plan applies to and shall be complied with by Community Support Connections employees, volunteers, independent contractors, visitors, and all other persons on Community Support Connections property. Any person failing to observe, adhere to, or comply with the requirements of this Emergency Plan, including, without limitation, any refusal to either:

- Evacuate a Community Support Connections program location or building, in whole or in part, upon a fire alarm or other evacuation order; or
- Follow emergency instructions issued by emergency personnel during an emergency, a fire drill included;

may be subject to remedial and/or disciplinary action.

### Emergency Response Team

Guided by the ICS, Community Support Connections' key emergency team structure is shown in the following illustration:



## Executive Director

It is the role of the Executive Director to provide strategic leadership to the Emergency Director and assist in resolving any cross-functional issues that may arise within Community Support Connections that may impede the establishment/functional maintenance of the Emergency Plan.

The Executive Director and Senior Leadership Team is responsible for developing and maintaining current functional emergency and pandemic plans for preparedness, response, and business continuity/recovery for plausible fire, medical, hazardous materials releases, security, infrastructure, and natural hazardous conditions and is charged with the ultimate responsibility and overall accountability for emergency preparedness, response, and recovery at Community Support Connections.

This includes:

- Ensuring procurement of equipment, materials, supplies, and outside contractor services and establishing any mutual aid agreements for emergency preparedness (prevention and mitigation included) and response, if and as required;
- Establishing an emergency team and ensuring appropriate training;
- Promoting emergency preparedness and response awareness, education and training;
- Ensuring Emergency Plan Exercises (EPE) are conducted to test Community Support Connections preparedness;
- Activating the Emergency Plan if required and assuming/assigning command and control of the incident to stabilize and respond to resolve the incident and resume Community Support Connections' normal business operations;
- Approving communications;
- Activating Business Continuity/Recovery Plan to clean-up and restore the incident scene and to return to normal Community Support Connections' business operations in delivery supports to allow individuals to live independently in their homes with dignity, as appropriate and necessary;
- Ensuring audits and reviews of the Emergency Plan's effectiveness are conducted, identifying non-conformities and recommending and implementing corrective/ preventive actions to improve the Emergency Plan functionality; and
- Ensuring all facilities and service areas contribute as required to the Emergency Planning and operational requirements of the Emergency Plan.

### Emergency Director

The Emergency Director has responsibility for testing Community Support Connections' Emergency Plan and leading its implementation at the direction of the Executive Director. They provide overall coordination of all internal emergency response strategies identified in the Emergency Plan. This may include but is not limited to:

- Procuring of equipment, materials, supplies, and outside contractor services and identifying any mutual aid agreements that may be required;
- Leading the emergency team;
- Providing emergency preparedness and response training for employees having emergency response assignments and responsibilities;
- Providing emergency preparedness and response awareness, education and training so that Community Support Connections' staff and volunteers can be familiar with the Emergency Plan and procedures to follow;
- Conducting Emergency Plan Exercises (EPE);
- Activating the Emergency Plan (in consultation with the Executive Director) if required and assuming/assigning command and control of the incident to stabilize and respond to resolve the incident and resume Community Support Connections' normal business operations, including:
  - Determining an incident's response: Occurrence, Event, Emergency, Disaster;
  - Determining persons authorized to be at the Incident Scene, Hot/Warm/Cold Zones, the Incident Command Post (ICP), and the Emergency Operations Centre (EOC), regardless of power, position or reporting hierarchy;
  - Determining site security requirements, restricting access at the Incident Scene, Hot/Warm/Cold Zones, the Incident Command Post (ICP), and the Emergency Operations Centre (EOC) to authorized personnel;
  - Ordering the full or partial shelter-in-place/lockdown or evacuation of Community Support Connections' property, in whole or in part, if and as required;
  - Using any Community Support Connections employees, equipment, materials and supplies, engaging any outside contractor services, activating any mutual aid agreements, and procuring any additional equipment, materials and supplies, if and as required;
  - Communicating with the Communications Team to manage media and public relations and stakeholder communications; and
  - Declaring an incident terminated and deactivating the Emergency Response Plan.
- Ensuring audits and reviews of the Emergency Plan's effectiveness are conducted, identifying non-conformities and recommending and implementing corrective/ preventive actions to improve the Emergency Plan functionality; and
- Including all facilities and service areas in Emergency Planning.

## Incident Commander

The Incident Commander is the lead emergency responder with overall responsibility for the coordination of response measures with respect to incidents and will work closely with public emergency services to mitigate the incident. In the cases where the incident is prolonged, rotation of this role may occur to relieve the incident commander for periods of rest.

The Incident Commander role will be assumed by:

- The Security Response Leader in the event of an incident that has a significant security risk/ hazard, i.e., bomb threat/detonation, violence, civil disturbance;
- The Infrastructure Response Leader, in the event of an incident that primarily affects infrastructure, i.e. fire, explosion, hazardous materials spill, infrastructure failure, weather, etc.;
- The Medical Response and Safety Leader in the event of an incident that is primarily related to a medical condition, i.e. a medical emergency, infectious disease outbreak, or pandemic.

## Emergency Operations Control Group (EOCG)

The Emergency Operations Control Group (EOCG), chaired by the Emergency Director, provides guidance and operational support to the Emergency Director. The EOCG is essential to manage long-term response and recovery efforts and will isolate Incident Command activities from outside inquiries. The EOCG consists of the following Community Support Connections stakeholders, as assigned by the Executive Director:

Role	Primary	1 <sup>st</sup> Alternate	2 <sup>nd</sup> Alternate
<b>Emergency Director (chair)</b>	Director of Operations	JHSC Lead	Director of Finance
<b>Communications Director</b>	Major Gifts and Engagement Lead	Executive Director	Board Chair
<b>Infrastructure Response Leader</b>	Executive and Development Assistant	Director of Operations	Executive Director
<b>Medical Response and Safety Leader</b>	First Aid Responder	JHSC Lead	Director of Operations

<b>Client Services</b>	Director of Operations	Client Services Manager	Executive Director
<b>Human Resources</b>	Human Resource Manager	Executive Director	Director of Operations
<b>IT</b>	Executive and Development Assistant	Director of Finance	Executive Director
<b>Finance and Administration</b>	Director of Finance	General Accountant	Executive and Development Assistant

Other individuals may be asked to provide knowledge and assistance based on the complexity of the incident.

### Operations Management Group

The Operations Management Group normally provide assistance to the Emergency Director in these Emergency Plan undertakings and will make recommendations relating to:

- Training needs of their staff and volunteers;
- Effectiveness of training provided for emergency response assignments; and
- Findings of annual review of the Emergency Plan.

Operations Management Group Team members are responsible for:

- Providing new and current employees and volunteers necessary plan awareness, education and training outlined in the Emergency Plan;
- Ensuring employees participate in Community Support Connections emergency planning sessions and Emergency Plan Exercises (EPE) as appropriate;
- Conducting necessary Workplace Inspections, as required by Community Support Connections' Health and Safety policies, correcting any observed/reported hazards, as required; and
- Developing Departmental Actions Plans as appropriate for their areas of responsibility. Departmental Action Plans are to be reviewed annually and staff and volunteer training completed as necessary. These plans are essential to unique emergency needs of the department.

### Employees, Volunteers, and Independent Contractors

Community Support Connections' employees, volunteers, and independent contractors shall:

- Know how to report an emergency upon discovery and what to do in the event of an emergency;
- Identify any personal requirement for additional assistance as a result of any permanent or temporary physical condition, limitation, or other impairment impeding mobility or ability to egress effectively;
- Know Shelter-in-Place/Lockdown and Evacuation procedures, including nearest Emergency Exits and designated Evacuation Assembly Areas, and follow such procedures in the event of an emergency;
- Provide their clients/visitors with general information related to emergency procedures;
- Ensure that persons with disabilities have the assistance they require during an emergency;
- Fully participate, as directed, in Emergency Plan Exercises (EPE), including Fire Drills; and
- Follow emergency instructions issued by emergency personnel.

### Visitors and Others

Other persons who host, sponsor, or conduct events or otherwise bring non-Community Support Connections' attendees to Community Support Connections' locations are expected to:

- Assess the emergency planning and response needs of the hosted group and ensure that necessary steps are taken to prepare for effective emergency response.
- Be familiar with and follow applicable procedures found in the Emergency Plan;
- ensure that event staff are provided with and understand emergency response procedures; and
- Communicate necessary information to their host group to ensure effective emergency response.

Visitors and other persons on Community Support Connections' Property shall:

- Fully participate, as directed, in Emergency Plan Exercises (EPE), including Fire Drills; and
- Follow Emergency Instructions issued by emergency personnel.

## 6. Preparedness

### Hazard Identification and Risk Assessment (HIRA)

Community Support Connections may be exposed to many hazards, all of which have the potential for disrupting services, causing casualties, and damaging or destroying Community Support Connections' public and/or private property. The general approach to screening level hazard identification and risk assessment can be applied for situations of varying levels of magnitude, complexity, or severity.

The potential consequences for each hazard scenario can be classed in terms of:

- Public health and safety;
- Property and environment; and
- Business operations.

The likelihood or the probability of hazard occurring can be classed in terms of:

- Low (L) probability when an incident is not likely to occur but is plausible;
- Moderate (M) probability when an incident is likely to occur once within a period of time; or
- High (H) probability when an incident is likely to occur frequently within a period of time.

The estimated impact or the consequence or severity of the hazard occurring can be classed in terms of:

- Low (L) impact when an incident is likely to cause little to no significant injury, illness or trauma, damage to property and/or the environment and/or disruption to Community Support Connections' normal business operations;
- Moderate (M) impact when an incident is likely to cause significant trauma or casualty, limited damage to property and or the environment or significant disruption to a portion Community Support Connections' normal business operations; or
- High (H) impact when an incident is likely to cause mass medical illness, trauma or casualties, extensive damage to property and/or the environment and/or extensive disruptions to the entire or a significant portion of Community Support Connections' normal business operations.

The table below presents probability and impact criteria that may be valid for typical Community Support Connections' operations:



	Probability of Occurrence	Estimated Impact		
		Public Health and Safety	Property and Environment	Business Operations
<b>Low (L)</b>	Not likely, but plausible (<10%)	Limited trauma, casualties; non- life threatening illnesses; injuries; First Aid	Loss < \$10,000	Disruption < 1 week; closure < 10%
<b>Moderate (M)</b>	Likely to occur sometime within a 10-year period (11-100%)	Mass trauma & casualties; mass, non-life threatening illness; limited life threatening illnesses, injuries; fatality	\$10,000 - \$100,000	Disruption 1-4 wks.; Closure 10-25%
<b>High (H)</b>	Likely to occur more than once/year	Mass trauma & casualties; mass life-threatening illnesses, injuries; multiple fatalities	>\$100,000	Disruption >1 mo. Closure > 25%

The following lists some of the potential hazards as well as the assigned level of risk, including the probability that the hazard will occur and the estimated impact that the potential hazard will have on public health and safety and on property and environment:

	Probability			Health and Safety Impact			Environmental Impact			Operational Impact		
	L	M	H	L	M	H	L	M	H	L	M	H
<b>Fire</b>												
Minor Fire												
Major Fire												
Explosion												
<b>Medical</b>												
First Aid Injury												
Medical Aid Injury												
Food Poisoning												
Infectious Disease Outbreak												
Influenza/Other Pandemic												
Critical Injury or Fatality												
Mass First Aid/Trauma/Causalities												
<b>Hazardous Material</b>												
Hazardous Material Spill/Release												

Chemical/Biological Spill/Exposure												
Natural Gas Service Rupture												
Radiation Exposure												
Infrastructure												
Telecommunications Failure												
IT Service Failure												
Electrical Service Failure												
HVAC/Mechanical Service Failure												
Security Failure												
Water Service Rupture/Building Flood												
Structural Failure/Building Collapse												
Aircraft Crash												
Security												
Bomb Threat												
Major Vehicle Collision												
Workplace Violence												
Weapons												
Homicide												
Missing Person												
Vandalism												
Hostage Situation												
Terrorism												
Natural												
Flooding												
Severe Snow Storm												
Ice Storm												
Thunderstorm/Severe Weather												
Tornado												
Earthquake												

## Planning Assumptions

Emergency management planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions and the standard practice is to base planning on the worst-case scenario.

For Community Support Connections, medical (injury, food borne illness, infectious disease/pandemic) and natural hazards (tornado/ice storm) pose the most probable threat of worst-case scenario emergency conditions.

The Emergency Planning assumptions incorporated into this Emergency Plan include:

- Directives/guidance from federal, provincial, and municipal authorities supersede

this plan;

*For medical emergencies:*

- Ontario Health and/or local Ontario Health Teams/Public Health Authorities will provide direction regarding protocols and service provision limitations in the case of medical hazards and Community Support Connections personnel will follow these directives;
- Trained emergency first responders will direct Community Support Connections first responders upon arrival at the site;

*For natural hazards:*

- Critical lifeline utilities may be interrupted, including water delivery, electrical power, natural gas, telecommunications systems, including telephone, cellular and repeater-based radio systems, and information technology systems;
- Federal, provincial and local municipal services, including emergency services and public agency services, may not be available for at least 72 hours;
- Major roads, overpasses, bridges, and local streets may be unsafe to travel and/or damaged;
- Buildings and structures, including residential homes, may be damaged and/or destroyed;
- Damage may cause mass displacement of people as well as mass trauma and casualties;
- Normal supply vendors may be unable to deliver supplies, equipment and materials;
- Supplies, equipment and materials may be seconded and/or redirected to other services deemed essential by federal, provincial and/or municipal authorities;
- Contact with clients and caregivers may be interrupted;
- People may become stranded at Community Support Connections and/or off-site, and conditions may be unsafe to travel off-site;
- Emergency conditions that affect Community Support Connections will likely affect the surrounding community;
- Community Support Connections will not receive outside assistance in rapid damage assessment and will need to conduct its own situation analysis and deployment of on-site resources and management of emergency operations on-site, through the Emergency Team and the Emergency Operations Control Group (EOCG) while emergency conditions exist;
- Communications and exchange of information will be one of the highest priority operations for the Emergency Team and the Emergency Operations Control Group (EOCG). Community Support Connections' internet/ intranet may be offline.

For its principal location in the Town of Breslau, it is noted that the town utilizes a siren and Community Alerting Network (CAN) system in the event of severe weather, gas leaks, transportation accidents and chemical releases. The town siren is tested every other Monday at 7pm. Processes for appropriate response should the siren sound at another time are reflected in office health and safety procedures. Related communications are forwarded to the Emergency Director who then determines impact on Community Support Connections' operations and implementation of Community Support Connections' Emergency Plan.

Additionally, the City of Cambridge alerts people and businesses via mass media to advise that an emergency has been declared, advise re: required actions and terminate the emergency. The Grand River Conservation Authority (potential flooding in either Breslau or Cambridge) sends bulletins via local media. Additionally, if there is a flood advisory, municipalities notify businesses and the public. The Waterloo Regional Police are required to notify all households and businesses when there is a warning/action message. They will not do so in the event of a Flood Advisory Message. Upon receipt of either of these messages, Cambridge's Flood Coordinator and/or The Township of Woolwich's Flood Coordinator will warn affected citizens, businesses and the general public. In Cambridge, the Public Information Officer, Flood Coordinator and ECG coordinate the public information and media strategy. In Woolwich, the Community Alert Network is used for flooding. The Region also uses the media to relay information to the general public where a Regional Emergency exists. In the event of a Regional Emergency, the Regional Chair is responsible for ensuring the public is notified of the declaration of the emergency as well as its termination. The Emergency Control Group (ECG) is responsible for providing information to the media and public and are assisted by the On-Scene Media Spokesperson, Emergency Information Officer, Communications Officer and Manager of Citizen Services. Conferences and media releases are used to keep the public up-to-date.

### Communications

Community Support Connections provides an internal phone system that may be used to rapidly summon emergency response during an incident. Offsite staff are provided with cell phones for health and safety.

### Fire Alerts

If there is a fire, occupants and Community Support Connections emergency responders will execute fire/evacuation emergency response protocols. All fire alarm systems are fully functional at all times. The alarm monitoring service along with the Security Response Lead will then alert the local fire department.

### Cellular Phones

Community Support Connections provides cellular phones to applicable staff in order to facilitate communications. The devices are primarily used for voice, text,

and email communication via a telecommunications server and a cellular phone network.

### Teletypewriter Telephones (TTY)

Bell Relay service is used to communicate with clients who use TTY machines, at 1-800-855-0511.

### Emergency Plan Awareness, Education, and Training

To achieve the Emergency Plan Community Support Connections must maintain a constant position of readiness to guarantee the orderly transition from regular activities to those associated with emergency situations.

Emergency awareness and prevention education will be promoted by Community Support Connections as well as emergency preparedness training programs provided for employees and volunteers.

Employees with emergency response assignments and responsibilities will be provided with mandatory training as outlined in the emergency preparedness and response training matrix appended to this Emergency Plan. The level, type and frequency of training provided will be tailored to the employee's emergency response assignment.

### Emergency Plan Exercises (EPE)

Emergency Plan Exercises (EPE) will be conducted to test the Emergency Plan and Community Support Connections' preparedness to response to an emergency incident. An Emergency Plan Exercise may include any means of test including fire drills, town siren drills, tabletop emergency plan exercises, and/or a live exercise or simulation of an emergency incident.

A Post-Exercise Analysis and Review (PEAR) may be conducted upon completion of an Emergency Plan Exercise (EPE) in accordance with the Emergency Plan Review process to identify any non-conformities observed during the Emergency Plan Exercise (EPE) and to provide any recommendations for improvements to the Emergency Plan.

### Post-Exercise Analysis and Review (PEAR)

As part of any Emergency Plan Exercise (EPE) testing the Emergency Plan and Community Support Connections' preparedness, a Post-Exercise Analysis and Review (PEAR) may be conducted to identify any non-conformities observed during the EPE and provide any recommendations for improvements to the Emergency Plan for consideration of the Emergency Director.

An observation group may be selected prior to the exercise/test of the Emergency Plan. Such a group may include members of the Board of Directors, employees or volunteers and/or external organizations, including public emergency services and peer institutions.

The PEAR meeting will normally be conducted immediately following the EPE's conclusion with the selected observation group and the Emergency Director in attendance. The observation group will identify Emergency Plan strengths observed during the EPE as well as non-conformities observed. The observation group will provide recommendations for corrective/preventive action to improve the effectiveness of the Emergency Plan.

### Post-Incident Analysis and Review (PIAR)

As part of any incident activating the Emergency Plan, a Post-Incident Analysis and Review (PIAR) may be conducted to identify any non-conformities observed.

In the event an incident is declared a Response Level 3: Emergency or a Response Level 4: Disaster, a PIAR will be conducted within a reasonable time post-incident.

The date, time and location of the PIAR, including required participants, will be determined by the Emergency Director.

### Emergency Mapping

In an effort to increase emergency response efficiency, Community Support Connections has developed emergency mapping documents outlining emergency location points, roadways, staging areas for emergency vehicle and personnel marshalling areas, possible locations for medical triage, facilities design and layout of critical facilities infrastructure.

### Workplace Inspections

Workplace inspections form an integral part of Community Support Connections' Health and Safety Management System. Workplace inspections are an integral process towards preventing and mitigating incidents from occurring.

Operations Management Group members and Managers are responsible for:

- Providing periodic inspection of their work areas to ensure evacuation routes are free and clear of obstructions;
- Ensuring:
  - Their work areas are well-lit for egress and free from fire hazards including unsafe location, handling, and storage of flammable and combustible materials;
  - Flammable and combustible materials are properly stored;
  - Service areas demonstrate evidence of good housekeeping;
  - Chemical Material Safety Data Sheets (MSDSs) are available and maintained current;
  - A pre-start safety review is conducted for any new or materially altered piece of equipment or machinery and providing proper training;
  - The appropriate hand cleansing products are readily available in the workplace; and

- Appropriate equipment cleaning and maintenance procedures are developed and adhered to.

Employees, as applicable, are responsible for:

- Checking the workplace to ensure evacuation routes are free and clear of obstruction;
- Properly transporting, handling, storing and dispensing flammable and combustible materials;
- Ensuring the workplace remains secure;
- Promptly reporting observed deficiencies of first aid and/or life-safety Equipment or systems; and
- Ensuring the workplace is free from unnecessary clutter.

The Emergency Director, or designate, is responsible for:

- Checking, inspecting, and testing emergency communications systems for proper function and operations;
- Ensuring life safety systems are functional;
- Documenting and reporting any observed deficiency;
- Inspecting facility corridors during routine patrols to ensure evacuation routes are illuminated, free and clear of obstructions;
- Ensuring interior and exterior access points are properly secured, as required;
- Ensuring patrol areas are free of fire hazards and in doing so, show evidence of good housekeeping;
- Testing internal security protection alarms including asset protection, motion, entry, duress, or panic alarms for proper function and operation; and
- Documenting and reporting any observed safety and/or fire hazard.

### Immunization

Community Support Connections encourages but does not require immunization of staff, employees, and independent contractors in an effort to prevent and control infections and disease. Please refer to Policy 4700 – Infection Control and Immunization.

### Personal Protective Equipment (PPE)/Emergency Supplies

The Joint Health and Safety Committee ensures that Community Support Connections maintains personal protective equipment including masks, gloves, and eye protection as well as first aid equipment that may be required in an emergency situation. First aid equipment will be stocked as per provincial regulations and as is identified in accordance with best practices for community support agencies. Supplies will be audited on a monthly basis to ensure adequate supplies equipment added and/or removed as legislation and/or best practices change.



### Asset Protection

**Physical Alarm Systems and Monitoring:** Community Support Connections maintains security to offices and sensitive areas within the office through the use of security alarm systems. All alarm systems are monitored directly by an external security company.

**Sign-in:** A sign-in procedure allows visitor information to be logged.

**Card Access Control:** Community Support Connections' offices are secured by a key lock or card/fob access system at main entry points. Staff access is regulated according to one's role and function within Community Support Connections. Key and card access control and process is the responsibility of the Executive and Development Assistant.

## 7. Pandemic Plan

### Purpose

A pandemic is an epidemic in which a disease, such as influenza, spreads easily and quickly across many countries. During a pandemic, the virus often changes, creating a new strain against which individuals have little or no immunity, allowing the new strain to easily spread. A pandemic can be declared by the World Health Organization, the Province of Ontario, or any other form of government or national agency.

As part of Community Support Connections' comprehensive emergency preparedness and business continuity plan, this document establishes our agency-wide response to influenza. It outlines specific steps Community Support Connections takes to safeguard employees' and volunteers' health and well-being during a pandemic while ensuring Community Support Connections' maintenance of essential operations and provision of essential services to our clients and protecting Community Support Connections' long term interests. In addition, it provides guidance on how Community Support Connections intends to respond to specific operational and Human Resources issues in the event of a pandemic.

During a pandemic, Community Support Connections will follow the advice and guidance of provincial and local health units who have expertise to assess the level of health risk in specific situations. Community Support Connections remains committed to providing timely communication to our valued volunteers, clients, independent contractors, and staff, so that they are kept well-informed of community situations that may adversely affect the health of our stakeholders and our daily operations.

### What Is Influenza?

The influenza (or the 'flu') is a contagious respiratory disease caused by a virus. The flu is transmitted by sneezing, talking, coughing, or direct contact such as shaking hands. Once the virus is spread between people, it can only affect a new person if that individual is vulnerable or susceptible to the virus. The illness is generally sudden and can be mild to serious. Common symptoms of the flu are as follows:

- Fever (usually high, lasting 3-4 days);
- Cough;
- Headaches (often severe);
- Aches and pains (often severe);
- Fatigue and weakness (can last 3-4 days);
- Extreme exhaustion (very common at the start of the illness); and
- Stuffy nose, sneezing, sore throat, chest discomfort, nausea, vomiting and diarrhea.

The period during which individuals are believed to be contagious is between 24 hours

before symptoms develop and up to 3-7+ days thereafter. Influenza pandemics generally spread in two or more waves, each lasting about 8 weeks. These waves can occur in the same year or in successive years.

This EPPP helps Community Support Connections to provide a systematic and structured approach for preparedness, response, and business continuity for the flu, and any other pandemics.

## Pandemic Phases

A potential pandemic can be divided into a series of 4 periods. Community Support Connections' staff are encouraged to become familiar with each of the periods and phases and to be prepared to respond to each.

Interpandemic Period	
Phase 1	No new influenza subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection is considered to be low.
Phase 2	No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.
Pandemic Alert Period	
Phase 3	Human infection(s) with a new subtype, but no human-to-human spread, or at more rare instances of spread to a close contact.
Phase 4	Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.
Phase 5	Large cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk)
Pandemic Period	
Phase 6	Increased and sustained transmission in general population
Post-pandemic Period	
<i>Return to Interpandemic period</i>	

Source: World Health Organization, 2005.

## Community Support Connections' Response to Pandemic Periods and Phases

### Phase 1: Prevention

- Promotion of public-health recommended immunization;
- Regular monitoring of communities and reporting of staff absenteeism of over 10% (presenting with influenza type symptoms);
- Reinforcement, teaching, and practice of public health measures to

mitigate the effects of any influenza spread (frequent and effective hand washing techniques, mask wearing, social distancing, coughing and sneezing etiquette, encouraging participation in flu vaccination clinics, encouraging volunteers, staff, independent contractors, and staff to stay home when they are sick, if possible);

- Ensuring Community Support Connections' emergency plan and procedures are current; and
- Adhering to guidelines established by provincial and local health units.

### Phase 2: Control

- Reviewing and updating cleaning practices in relation to viral containment, under the authority of provincial and local health units;
- Ensuring all volunteers, independent contractors, and staff (as appropriate) are reminded that common phones, photocopiers, door handles etc. are sources by which flu virus can be spread;
- Distributing information and education bulletins to volunteers, independent contractors, and staff to keep all stakeholders informed of current strategies; and,
- Adhering to guidelines established by provincial and local health units.

### Phase 3: Reinforcement

- Reminding volunteers, clients, independent contractors, and staff of the potential for outbreaks in fall of each year;
- Ensuring adequate storage of necessary cleaning supplies in preparation for possible shortage;
- Reinforcement of good hand washing techniques and other relevant public health measures;
- Encouraging all volunteers, independent contractors, and staff to demonstrate vigilance; and
- Adhering to guidelines established by provincial and local health units.

### Phase 4: Action

- Possible suspension/postponement and transition to virtual services where practicable for friendly visiting, exercise, community dining, group transportation, caregiver support program, fundraising events and other programs/services involving congregation of large numbers of people in one area, per the advice of provincial and local health units;
- Continuing to monitor cleaning practices;
- Monitoring deployment of staff, independent contractors, and volunteers;
- Creating necessary internal/local media releases;
- Ensuring close communication with JHSC;

- Stockpiling supplies as required; and
- Posting Workplace Influenza Notifications on the entrance doors of all Community Support Connections' facilities in part through direction of local health officials.

### Phase 5: Action

Phase 4 actions will continue with these additions:

- taking direction from public health officials;
- communicating modifications to daily operations;
- restricting community use of Community Support Connections' facilities as required; and
- informing relevant agencies/community partners (Employee Assistance Program).

### Phase 6: Action

Phase 4 and 5 actions will continue with these additions:

- possible suspension/postponement of meals on wheels and transportation programs per the advice of provincial and local health units;
- Restricting access to Community Support Connections' facilities beyond community use noted above; and
- working in partnership with community agencies and local health officials to ensure a coordinated response.

### Post-Pandemic

- Evaluating Community Support Connections' response to the emergency situation;
- Responding according to policy guidelines and procedures as outlined under "Response – Communications" in the Emergency Preparedness Plan;
- Reassuring to volunteers, clients, independent contractors and staff; and
- Ensuring supplies are replenished to maintain essential supplies.

### Preventative and Proactive Measures

As part of the Pandemic Plan, Community Support Connections realizes the importance of instituting preventative measures to reduce the severity of influenza-like symptoms during the regular flu season and other times during the calendar year. The following measures will be practiced across Community Support Connections' facilities:

- Installation of disposable paper towels in Community Support Connections' kitchens, kitchenettes and bathrooms;
- Provision of personal protective equipment such as eye protection, masks and disposable gloves;

- Access to hand sanitizer at Community Support Connections' facilities, community dining sites and gentle exercise classes;
- Regular reminders re: vaccination policy encouraging vaccinations;
- Regular reminders re: universal precautions policy;
- Providing instruction and practicing of proper hand washing techniques and sneezing/coughing etiquette;
- Sanitization of exercise equipment;
- Mounting of appropriate signage and posters to support the above mentioned measures;
- Communication with volunteers, staff, clients, and independent contractors;
- Modification to daily cleaning procedures as necessary and in consultation with local health units; and
- Institution of any other preventative measures as directed by health officials.

### Training

All employees and volunteers are at risk of exposure to flu and viruses, both in and outside the workplace; therefore, Community Support Connections requires all employees to attend initial or annual refresher training to become informed about what to do when a flu outbreak occurs. Training addresses information summarized in this document and, more specifically, such issues as:

- Availability of flu shots;
- Symptoms and health effects of influenza, treatment, and sources to contact for appropriate medical care;
- Steps to take if exposure is suspected;
- Agency representatives to whom to report known or suspected exposures, and procedures for reporting exposure to co-workers, family members, friends, or others who are ill with flu;
- Proper use of Community Support Connections-provided personal protection equipment;
- Proper hygiene in the workplace and at home;
- And communications.

Managers and Human Resources are responsible for recording and maintaining documentation on every employee's participation in required training. Volunteers are provided with basic information about influenza, vaccination, and universal precautions at orientation and through Community Support Connections' e-news, and provided with further information as required.

### Inspections

Community Support Connections' Facilities Manager regularly inspects the workplace for signs of heating, air conditioning, or other equipment in need of replacement or repair. Community Support Connections' Facilities Manager also coordinates closely with Community Support Connections' cleaning and waste removal contractors to

maintain our facilities are in top condition.

### Emergency Contact

Volunteers and Staff are required to notify their immediate supervisor (and in the case of staff, the Human Resources Manager) of any change in emergency contact information. They must do so within two weeks of a change. When providing such information, volunteers and employees, especially those who have children or care for elderly relatives, should identify individuals on whom they can depend if they themselves become sick at work or while volunteering. Human Resources verifies employees' emergency contact information annually.

### Notification to First Responders

Community Support Connections urges volunteers and employees with medical conditions that could be compromised because of an influenza pandemic to confidentially self-identify to their supervisor or Human Resources so that Community Support Connections is aware of, and can prepare for, volunteers and staff to receive any special medical expertise they might require if they become severely ill while volunteering or while on the job. Community Support Connections will maintain the confidentiality of any information provided, making it available solely on a need-to-know basis and only when needed by emergency responders.

### Community Support Connections' Pandemic Response Team

Under the leadership of the Emergency Director, the Pandemic Response Team will be comprised of members of the Operations Management Group the Pandemic Response Team is responsible to:

- Make rapid decisions based on information learned and gathered;
- Develop and communication necessary information to volunteers, staff, and independent contractors to ensure that information being shared is consistent, current and relevant;
- Delegate spokespeople as required in accordance with Policy 2300 – Representing Community Support Connections
- Advise and make recommendations to the Board of Directors; and
- Work in collaboration with the Joint Health and Safety Committee and Cambridge Health and Safety Representative to ensure a safe and appropriate response agency wide.

Although the Pandemic Response Team is responsible to initiate and monitor an outbreak of the flu, all volunteers, staff, and independent contractors have a vital role in the pandemic response plan.

### Operational Strategies

Once a pandemic (stage 6) is declared in the Province of Ontario, Community Support

Connections will institute the following operational strategies to ensure a timely response to the pandemic:

- A member of the Operations Management Group will be available at all times to respond to an emergency situation;
- Managers will advise the Human Resources Manager of absenteeism rates specific to influenza symptoms by 8:45 am each day;
- Human Resources will monitor and document trends;
- They will review the data by 9 am daily and make necessary recommendations to the Executive Director;
- Required news releases and media communiques will be drafted as required by the Major Gifts and Engagement Lead or their designate;
- In the event of an emergency situation, the Pandemic Response Team will assess the situation, make decisions and prepare action items in relation to the necessary response;
- All media requests will be referred to and received by the Major Gifts & Engagement Lead, with the Executive Director acting as backup. Community Support Connections' facilities and programs will be closed to all media;
- All communication regarding the pandemic and Community Support Connections' response will be provided by the Major Gifts and Engagement Lead;
- The Executive and Development Assistant will log all decisions and take minutes of all meetings of the Pandemic Response Team; and
- No decision will be made without first consulting the Pandemic Response Team in order to ensure appropriate consultation with various departments of Community Support Connections.

### Operational Guidelines

The following guidelines deal with service operational issues and are the responsibility of the Pandemic Response Team, under the leadership of the Emergency Director. It is Community Support Connections' intent to conduct affairs with existing policies and procedures; however, once a pandemic is declared in Ontario an assessment of operational activities will occur by the Pandemic Response Team and include consultation with Community Support Connections' Board of Directors and health officials as appropriate.

### Community Use of Community Support Connections' Facilities

Use of facilities will continue until risk factors are increased and recommendations given by health officials suggesting limited use. Any groups that use facilities on a regular basis will be advised at outset that a pandemic may result in inability to use Community Support Connections facilities.



### **Custodial Services**

The frequency of services may be altered due to staffing levels and the focus will be on infectious control.

### **Security of Facilities**

Security will continue in accordance with current strategies.

### **Identification of Essential Personnel**

Community Support Connections has identified and designated as essential personnel employees whose jobs are vitally important to Community Support Connections' continued operation in emergencies. Community Support Connections expects only designated, essential personnel to be available for work during an influenza pandemic (stage 6). Community Support Connections acknowledges; however, that even essential personnel might become ill and unavailable to work or not be able to reach Community Support Connections' worksite because of conditions beyond their own or Community Support Connections' control. Consequently, Community Support Connections has devised back-up arrangements under which designated personnel are trained and equipped to fulfill the duties of unavailable essential employees. In addition, Community Support Connections has equipped our most essential personnel with all the resources, including laptops, cell phones, that essential employees will need to work remotely during emergencies.

### **Meetings and Professional Development Activities**

External meetings will be postponed or held by video or teleconference. Volunteer meetings will be postponed. Professional development activities will be postponed or done by video calls.

### **Remote Work Locations**

Community Support Connections acknowledges that during an influenza pandemic (stage 6) local, provincial, or federal authorities might prohibit or severely curtail individuals' access to, and use of, public services and public transportation; close or prevent access to buildings or public highways; isolate or quarantine buildings' occupants; and prevent delivery of goods and services. Community Support Connections cannot predict and has no control over such authorities' actions and acknowledges its legal duty to comply with outside authorities' directives. Community Support Connections, however, is prepared to continue key "bare bones" operations from a number of remote work locations, including essential employees' home offices. Community Support Connections has provided remote access connectivity options necessary for off-site video and telecommuting operations. In addition, Community Support Connections has designated a secure website through which essential personnel can communicate with each other and outside authorities.

### Infection Control Measures

Community Support Connections expects volunteers, employees and independent contractors who contract the flu or have been exposed to infected family members or others with whom employees have been in contact to stay home and seek medical attention as necessary and appropriate. Community Support Connections expects individuals to notify Community Support Connections as soon as possible of exposure or illness.

Community Support Connections recommends that all essential personnel maintain up-to-date vaccinations and to obtain annual flu shots, if available and not medically contraindicated. Community Support Connections requests essential personnel to certify that they have obtained the necessary inoculations and to maintain a copy of that certification, which must be provided at Community Support Connections' request.

### Employee Leave and Pay

In the event of pandemic influenza (stage 6), Community Support Connections encourages all nonessential personnel to use leave options available to them (accumulated lieu time, sick days, family emergency leave days and personal days).

Community Support Connections will place on sick leave and/or short term disability leave employees who fall ill with flu or family emergency leave those who must be absent from work to care for an infected family member. Community Support Connections requires such employees to notify Community Support Connections as soon as possible of need for family and sick leave. Community Support Connections requires employees to take unpaid family and medical leave once all accrued paid leave is used. Use of lay-offs may also be used for full and part-time employees where those programs require postponement.

Community Support Connections requires all employees to certify that they have received, read, and fully understand Community Support Connections' family and medical leave policy and its use in a flu outbreak.

### Travel

Community Support Connections makes all reasonable efforts to obviate the need for travel by taking advantage of technology that allows us to communicate or otherwise operate electronically.

Generally, in the event of an influenza pandemic (stage 6), travel on Community Support Connections' behalf is immediately suspended and limited to a select group of essential personnel who have obtained required travel authorizations from Community Support Connections and, if necessary, outside authorities.

Essential personnel or other employees traveling anywhere on Community Support Connections' behalf and exposed to avian flu or pandemic influenza are eligible for workers' compensation benefits. EAP benefits will also be made available to all full-

time employees.

### Communications

**Computer Support:** Computer support will continue to operate as normal via external IT support. Items relating to pandemic communication will be given the highest priority.

**Outside Authorities:** Community Support Connections partners with local, provincial, and federal emergency response and health agencies to ensure legal compliance with emergency response protocols to which Community Support Connections is subject and to coordinate efforts to maintain safety and security in and outside the workplace.

In the event of a conflict between directives issued by Community Support Connections and directives issued by local, provincial, or federal authorities, Community Support Connections directs all employees to obey all orders issued under local, provincial, or federal law.

**Action Escalation:** Community Support Connections' Emergency Operations Team, which is responsible for ensuring the agency's ability to continue operating in emergencies, has devised a system under which essential personnel can be directed to take specific actions at a specific time based on a series of alerts that take into account the seriousness of conditions at hand.

**Dedicated Website:** Community Support Connections maintains a secure SharePoint website that is accessible to staff and contains information about pandemic flu issues generally to Community Support Connections' responses specifically. Community Support Connections expects all employees to know how to access this site and to become familiar with the site's wide range of information.

**Other Media Channels:** In an emergency, Community Support Connections consults with outside authorities to coordinate dissemination of instructions or other important information as quickly as possible to all employees and other necessary parties. Community Support Connections communicates with employees via Community Support Connections' dedicated website, local radio stations, and Community Support Connections' voicemail system.

## 8. Response

### Response Levels

All incidents are multi-faceted and may increase or decrease in severity at any given time. Resulting levels of response may accordingly escalate or de-escalate. A chart showing examples of incidents and levels of response is included in Appendix I.

#### Level 1 – Occurrence/Heightened Readiness

- Incident of a minor nature that invokes a limited response usually dealt with by Community Support Connections only; or
- Situation, usually weather related, where a potential hazardous condition exists or hazardous conditions are imminent.

#### Level 2 – Event

- Any incident that will invoke immediate response from Community Support Connections' Responders as well as Emergency Services; or
- Limited to a contained space or location and with limited or no disruption to Community Support Connections' operations.

#### Level 3 – Emergency

- Any incident that is major in severity, potential or actual, that involves serious injury or death; or severe damage to property and/or building (s) which will interrupt the operations of Community Support Connections; or any incidents which will attract substantial media attention.

#### Level 4 – Disaster

- Any Incident that seriously impairs or stops Community Support Connections' operations; or
- A single or multi-hazard situation that is broad and complex requiring extensive coordination with public emergency services and agencies.

### Incident Response Process

This Emergency Plan will be activated whenever emergency conditions exist that:

- Endanger (including a real or perceived threat to endanger) human health and life safety;
- Damage (including a real or perceived threat to damage) the environment or Community Support Connections property; and/or
- Adversely disrupt (including a real or perceived threat to adversely disrupt) critical services supporting the agency's normal business operations;

and when immediate action is required to:

- Save and protect lives;
- Coordinate communications;
- Prevent damage to the environment, property and systems;
- Provide critical services;
- Temporarily assign employees to perform emergency work;
- Invoke emergency authority and measures necessary to procure and allocate resources; and/or
- Activate and operate the Emergency Operations Centre (EOC).

### Individuals Discovering An Emergency Should:

- As an initial responder, secure the scene, asking persons to either assist with initial response efforts, or leave the incident vicinity immediately;
- Alert others in the surrounding area to the imminent dangers of the incident;
- Report the Emergency/Incident by calling 519-772-8787 or 911, depending on the nature of the incident (should responders call 911 directly, they must notify Community Support Connections as well);
  - Do not hang up the phone until instructed to do so. Specify the following information:
    - your name;
    - nature of the emergency/ incident;
    - location of emergency/ incident;
    - extent of any injuries, including nature and number of injuries;
    - telephone extension that you are calling from;
    - your location; and
    - action, if any, that has already been taken;
- If safely able to do so, remain at the location until First Responders arrive.
- While waiting for the emergency responders to arrive:
  - make any safe, suitable actions to minimize the impact of the incident;
  - if trained to do so, and if no life safety hazards exist, perform basic rescue and First Aid, as necessary;
  - if no other life safety hazards are present and if trained, use fire extinguisher to contain any small fires;
  - maintain safe distance to preserve personal protection;
- Provide an update and transfer control to first emergency responder arriving upon scene;
  - follow all emergency guidelines and/or instructions issued by emergency responders;
  - if a passer-by, assess the situation and hazards then assist with preliminary response or leave the immediate vicinity of the incident; and
- If the magnitude of an incident is severe, notify your immediate family members to let them know of your personal situation (whether at Community Support Connections' facilities or off-site).

## Plan Activation

The Emergency Plan will be activated by the Emergency Director or Executive Director once alerted to the potential or actual occurrence of an incident. The Security Response Leader will notify the agency's incident command staff and emergency responders, as appropriate, to initiate measures to stabilize and respond to the Incident.

As an emergency condition progresses, it may be necessary to alter the emergency response measures depending the time of day of the incident and the availability of and estimated time of arrival for emergency responders. Under these circumstances, while emergency responders are being dispatched and travelling en route, First Responders to any incident must assume command and control of the incident on an interim basis.

When the first emergency responder arrives at the scene, Incident Command and Control will be transferred from the First Responder. As an incident progresses, Incident Command and Control will be transferred to the appropriate, most senior emergency response person having emergency authority to handle such incidents, ultimately the Incident Commander and, then, the Emergency Director.

Alert/Notification	Protocols	Activation/Deactivation
<b>Level 1 – Occurrence/Heightened Readiness</b>		
Notify, as required: <ul style="list-style-type: none"> <li>Community Support Connections' responders</li> </ul>	Initiate/Establish: <ul style="list-style-type: none"> <li>Routine operations</li> </ul>	Response initiated by: <ul style="list-style-type: none"> <li>report/call Terminated by:</li> <li>Community Support Connections' responder/Emergency Director if involved</li> </ul>
<b>Level 2 – Event</b>		
Notify, as required: <ul style="list-style-type: none"> <li>Community Support Connections' responders</li> <li>Emergency Response</li> <li>Incident Commander</li> <li>Persons within impact area</li> </ul> Alert, as required: <ul style="list-style-type: none"> <li>Communications Director</li> </ul>	Initiate/Establish <ul style="list-style-type: none"> <li>Emergency Response Procedures</li> <li>Incident Command Post</li> <li>Stabilization Measures               <ul style="list-style-type: none"> <li>perimeter control</li> <li>restricted access</li> </ul> </li> </ul> Activate/Establish: <ul style="list-style-type: none"> <li>EOC and EOCG: On Standby</li> </ul>	Response initiated by: <ul style="list-style-type: none"> <li>Incident Commander</li> </ul> Level Declared/Escalated by: <ul style="list-style-type: none"> <li>Incident Commander</li> </ul> Terminated by: <ul style="list-style-type: none"> <li>Incident Commander</li> </ul>

Level 3 – Emergency		
<p>Notify, as required:</p> <ul style="list-style-type: none"> <li>Community Support Connections' responders</li> <li>Emergency Response</li> <li>Incident Commander</li> <li>Persons within impact area</li> <li>Emergency Director</li> <li>Communications Director</li> </ul> <p>Alert, as required:</p> <ul style="list-style-type: none"> <li>Board of Directors</li> <li>Executive Director</li> </ul> <p>Employees, Volunteers, Clients</p>	<p>Initiate/Establish</p> <ul style="list-style-type: none"> <li>Emergency Response Procedures</li> <li>Incident Command Post</li> <li>Stabilization Measures               <ul style="list-style-type: none"> <li>perimeter control/site closure</li> <li>access control</li> <li>authorized personnel</li> <li>critical services</li> </ul> </li> <li>Communications Plan</li> </ul> <p>Activate/Establish:</p> <ul style="list-style-type: none"> <li>EOC and EOCG</li> </ul>	<p>Response initiated by:</p> <ul style="list-style-type: none"> <li>Incident Commander</li> </ul> <p>Level Declared/Escalated by:</p> <ul style="list-style-type: none"> <li>Incident Commander</li> </ul> <p>Terminated by</p> <ul style="list-style-type: none"> <li>Emergency Director</li> </ul>
Level 4 – Disaster		
<p>Notify, as required:</p> <ul style="list-style-type: none"> <li>Community Support Connections' responders</li> <li>Emergency Response</li> <li>Incident Commander</li> <li>Persons within impact area</li> <li>Emergency Director</li> <li>Communications Director</li> <li>Executive Director</li> <li>Chair of the Board</li> </ul> <p>Alert, as required:</p> <ul style="list-style-type: none"> <li>Employees, Volunteers, Clients</li> <li>Other Key Stakeholders</li> </ul> <p>General Public</p>	<p>Initiate/Establish</p> <ul style="list-style-type: none"> <li>Emergency Response Procedures</li> <li>Incident Command Post</li> <li>Stabilization Measures               <ul style="list-style-type: none"> <li>perimeter control/site closure</li> <li>access control</li> <li>authorized personnel</li> <li>critical services</li> </ul> </li> <li>Response Measures</li> <li>Communications Plan               <ul style="list-style-type: none"> <li>Website</li> </ul> </li> </ul> <p>Activate/Establish:</p> <ul style="list-style-type: none"> <li>EOC and EOCG</li> </ul> <p>Unified Command with Public emergency services/agencies</p>	<p>Response initiated by:</p> <ul style="list-style-type: none"> <li>Incident Commander</li> </ul> <p>Level Declared/Escalated by:</p> <ul style="list-style-type: none"> <li>Emergency Director</li> </ul> <p>Terminated by</p> <ul style="list-style-type: none"> <li>Emergency Director</li> </ul>



## Incident Response Measures

### Initial Response

The initial response strategy of the Emergency Plan involves the mobilization of initial emergency responders and establishment of the Incident Command Post to implement incident stabilization measures before implementing response strategies to resolve the incident and return to normal business operations, as follows:

- Identify Hot Zone (hazardous area impacted by and surrounding incident scene)
- Announce Hot Zone area to be avoided by all responders, employees, volunteers, etc.;
- Establish Warm Zone Perimeter, coordinating set-up of access control perimeter strictly controlling area around Hot Zone and restricting access/ movement in and out of Hot Zone;
- Establish Cold Zone Perimeter
- Establish pedestrian and vehicular traffic control points, restricting access to authorized personnel, establishing access control protocol to from Scene/ Hot Zone;
- Establish Incident Command Post (ICP) near Cold Zone Perimeter, assigning persons to perform Logistics, Planning, Operations, Information & Intelligence, and Finance & Administration Functions, as appropriate and establishing any staging areas, as appropriate;
- Identify and request additional resources, as necessary:
  - assess need early; order stand-by at staging area for movement to scene, as required;
  - reassess and adjust incident stabilization measures, as appropriate

### Operational and Strategic Response Measures

The main response strategy of the Emergency Plan resides in the deployment of Community Support Connections' Emergency Operations Control Group to support the Incident Command Post. The Emergency Operations Control Group is critical to support the successful resolution of any emergency at Community Support Connections. The Group provides leadership and strategic direction in an effort to mitigate any emergency and/or disaster affecting Community Support Connections' operations. The Emergency Operations Control Group will be activated upon the request of the Emergency Director. In any incident characterized as a level 3 or 4, the Group will be called upon to convene at the designated Emergency Operations Centre and will be required to perform the following functions:

- Determine the location and composition of the Emergency Operations Control Group is appropriate;
- determine the frequency of group meetings relative to the emergency's dynamics;
- Assess and evaluate the emergency situation and its impact on operations (short and long-term);
- Determine the need to establish task, advisory groups and/or subcommittees or



working groups for any aspect of emergency response measures by developing action plans including business recovery strategies;

- Ensure that essential information regarding the emergency is promptly forwarded to the appropriate response personnel as assigned in the Emergency Plan;
- Maintain a log outlining decisions made, actions taken, and to submit a summary report of the actions taken for Post-Incident Analysis and Review (PIAR) meeting, as required;
- Notify/request assistance from and/or liaison with the Region of Waterloo and any public or private agencies outside of Community Support Connections' control;
- Recommend solutions to issues impacting the delivery of service;
- Identify and secure Community Support Connections' critical infrastructure;
- Identify when or how Community Support Connections will operate with essential services;
- Terminate incident and return to normal operations;
- Coordinate Post-Incident Analysis and Review (PIAR), as necessary and implement approved recommendations for corrective and preventive action to Emergency Plan.

The Security Response Leader will be responsible to activate a call-out of the Emergency Operations Control Group and it is assumed that the Group will convene within 90 minutes upon activation.

### Incident Coordination

Should an incident occur where the magnitude, complexity, severity or enormity of that incident exceeds the effective capacity of responding public emergency services/public agencies, the Region of Waterloo may activate its plan and assume control of all further emergency response activities. Other community resources may be called upon to assist with emergency response and recovery efforts.

Based on the complexity and severity of the emergency, assistance of the Governments of Ontario and/or Canada may be officially requested to lead/oversee a coordinated response. Community Support Connections' Emergency Director will be the primary contact for these potential requests.

### Communications

A crisis communications plan is integral to ensure the release of accurate information to stakeholders, issue current information to the media and respond to or redirect individual requests for, or reports on, information concerning any aspect of an emergency. For the purpose of communications planning, issues or events will be categorized as: Emergency, Urgent or Important.

Critical crisis communications functions to be performed during and after an emergency include:

- Media relations;
- Public relations;
- Emergency messaging;
- Website;
- SharePoint/Office365;
- E-mail;
- Fax;
  
- Telecommunications;
- General inquiries;
- E-mail inquiries; and
- Inter-office communications.

The Communications Director will work closely with the Executive Director to ensure appropriate communication to all stakeholders.

### Internal Emergency Notification

Community Support Connections provides an internal phone/paging system that may be used to rapidly summon emergency response during an incident. Community Support Connections' VOIP system also provides emergency response with our location information, so staff can use the phone system to contact 911 if required.

### Infrastructure Response Function

The response to any facility-related incident is one that is governed by the Community Support Connections' Facilities Management personnel. Response activities may also be supported by other approved contract service providers and vendors.

### Medical Response and Safety Function

Medical response measures are conducted by a variety of and employees trained in providing First Aid. Medical response provided by Community Support Connections is limited to First Aid.

### Safety Function

The response is led by the Certified JHSC Management Representative who is responsible for the following:

- workplace safety incident assessment;
- delivering safety awareness, risk prevention and detection strategies when the Emergency Plan is activated;
- liaising with the Incident Commander as appropriate;
- maintaining an active log of all hazardous materials/substances stored at

- Community Support Connections facilities;
- providing ongoing site risk assessment to ensure legislative safety compliance during Plan activation;
- providing information and direction when a hazardous release or emergency site safety issue arises;
- determining the security concern of toxic, combustible, or caustic materials;
- ensuring hazardous materials are safely controlled and/or neutralized within the affected area; and
- Liaising and coordinating response actions with the Ministry of the Environment, Ministry of Labour, Provincial and Federal Government departments and other external agencies.

Community Support Connections has qualified First Aid responders. First Aid qualifications are monitored through Health and Safety processes which also maintain a variety of accessible First Aid boxes. A list of qualified First Aid responders is available at all workplace locations.

### Critical Incident Response

Critical incidents have a direct impact on one's thoughts and emotions. Often a critical incident will evoke panic, fear, and confusion. The Critical Incident Response model of intervention allows individuals or groups to share their experiences, vent their feelings, and learn about reactions and symptoms that often occur after experiencing a critical incident. Critical Incident Response for employees may be obtained through the Employee Assistance Program on an individual level. A Critical Incident Response Team may be activated by the Emergency Director to provide an opportunity for volunteers and staff to identify their concerns and needs during and after a traumatic emergency incident that may have significant impact on Community Support Connections and the community as a whole.

### Fire Safety Plan/Evacuation Plans

Community Support Connections is mandated by the Ontario Fire Code to establish a Fire Safety Plan. The Fire Safety Plan details response protocol, training requirements, and frequency of training to efficiently react to a fire without compromising life safety. The Fire Safety Plan, including Fire Drill Protocols, is attached to the Emergency Plan.

In an effort to increase emergency response efficiency, Community Support Connections has developed and will continue to maintain current emergency mapping documents outlining emergency location points, roadways, staging areas for emergency vehicle and personnel marshalling areas, possible locations for medical triage, facilities design and layout of critical facilities infrastructure.

### Program Action Plans

This Emergency Plan does not replace the responsibilities of departments to develop and test their own departmental action plans in the event of an emergency. With this

in mind, departments can use this plan as a model to help determine the relationships, responsibilities, and general guidelines to establish in their detailed “quick action” emergency guides. Likewise, departments can use this guide as a reference in creating emergency-related checklists, departmental action plans, and standard operating procedures.

Operations Management Group Team members are responsible for the development, completion, and approval of their departmental action plans supporting this Emergency Plan and for promulgating their departmental action plans, together with this Emergency Plan, within their departments. Approved departmental action plans shall be forwarded to the Emergency Director so that such plans can be appended to this Emergency Plan.

### Continuity/Delegation of Authority

When emergency conditions exist, the authority to take all necessary and appropriate actions on behalf of the appropriate executive or service administrator will be delegated in accordance with established Community Support Connections procedures, with such authority being delegated to the highest ranked Community Support Connections’ staff member on the Emergency Contact List whom the Emergency or Communications Director is able to contact.

- **Executive Director** - authority will be delegated in the following order:
  - Director of Operations
  - Director of Finance
  - Major Gifts and Engagement Lead
- **Board Chair** - authority will be delegated in the following order:
  - Vice Chair
  - Past Chair
  - Secretary or Treasurer
  - Other Director
- **Emergency Director** - authority will be delegated in the following order:
  - Director of Operations
  - JHS Lead
  - Director of Finance
- **Incident Commander** - authority will be delegated as follows:
  - The Security Response Leader in the event of an incident that has a significant security risk/ hazard;
  - The Infrastructure Response Leader, in the event of an incident that primarily affects infrastructure;
  - The Medical Response and Safety Leader in the event of an incident that is primarily related to a medical condition.

### Plan De-activation

For any incident classified as an occurrence or event, plan de-activation, including incident termination and minor incident recovery, is based on the conclusion of an Incident and demobilizing Community Support Connections' responders by the Incident Commander. For any incident classified as an emergency or disaster, only the Emergency Director may, when appropriate, terminate an Incident, initiate business continuity/ recovery plans, and de-activate the Emergency Plan.

## 9. Recovery

Business continuity/recovery encompasses the process of returning to normal operations, by directing resources to restart activities that may have been suspended due to an incident.

### Business Continuity/Recovery Processes

As the response phase transitions towards the business continuity/recovery phase, the focus of Community Support Connections' Operations Management Group and the Emergency Operations Control Group (EOCG) will also transition towards supporting the following short- and long-term business continuity/ recovery strategies including, but not limited to:

- Communications to stakeholders;
- Crisis counselling for volunteers and employees;
- Scene security, protection and preservation;
- Damage assessment and remediation/reparation/replacement; and
- Service resumption.

### Communications

The accuracy and timely release of information is vital during emergency conditions and through business continuity/recovery operations. A high priority for the Emergency Operations Control Group (EOCG) will be to gather as much information about the emergency as quickly as possible. Information about the emergency should be obtained through those directly involved in responding to the emergency, namely the Incident Commander and/or Emergency Director. The method of communications will be coordinated by the Communications Director.

### Crisis Counselling

The Emergency Director may, if required, invoke a Critical Incident Response Team in order to address any anxiety felt by employees or volunteers as a result from an emergency or disaster. Critical Incident Response for employees may be obtained through Community Support Connections' Employee Assistance Program (EAP) on an individual level.

### Scene Security, Protection, and Preservation

With any serious incident affecting facilities infrastructure, there will or may exist many scene safety hazards and security related issues if the scene is left unguarded or unprotected until which time these issues are corrected. It may expose liability issues and may negatively impact and/or influence any

subsequent investigation or civil action. The Emergency Director when required will make arrangements to physically safeguard identified scenes address on site safety issues as deemed appropriate by the Emergency Operations Control Group.

### Damage Assessment and Remediation/Reparation/Replacement

Facilities Management is responsible for assessing damage caused by the incident and take the necessary actions to repair or replace critical facilities infrastructure. The Executive Director will provide operational oversight to ensure the following actions are taken if appropriate and necessary:

- Ensuring structural integrity of affected area (Engineer Certification);
- Identifying the impact and/or loss to critical facilities infrastructure;
- Obtaining photographic evidence of damaged area/equipment;
- Determining the extent of damage and impact on operations;
- Obtaining Community Support Connections' asset information on damaged equipment through the purchasing department, including costs;
- Contacting, liaising and following the instructions of Community Support Connections' insurer and in particular the insurance adjuster;
- Coordinating the recovery and clean-up activities as deemed appropriate;
- Liaising with the EOCG and providing updates as required; and
- Identifying critical services staff.

### Service Resumption

An emergency or disaster may render Community Support Connections facilities unusable in a number of ways, which would include, but is not limited to, structure failure or collapse, air quality issues, fire and smoke damage, major utilities failure, temporary seizure of the facility by Police or any part thereof, as a crime scene. Rescheduling and planning for an alternate service delivery mechanism will become a high priority if or when the Community Support Connections' facilities become unusable.

### Business Recovery Process

As the response phase transitions towards the recovery phase, the function of the Emergency Operations Control Group (EOCG) will be essential for supporting short- and long-term recovery efforts.

**Incident Command:** Supports functions such as, but not limited to, the allocation and acquisitions of resources.

**Monitors, Informs and Alerts:** The EOCG must give and receive information. The EOCG gathers to identify potential problems and provides prompt notification to clients, volunteers, independent contractors, employees, and related organizations.

**Communications:** The EOCG works with the Communications Director to ensure Community Support Connections stakeholders, as well as external stakeholders and agencies know about the emergency and Community Support Connections' response.

**Verifies and Documents Response:** The EOCG verifies the steps taken to respond to the emergency and records the actions taken to protect employees and others, infrastructure, and the overall corporate interests.

**Provides to the Executive Director:** The necessary progress and implementation updates with respect to business recovery activities.

The Group will address and provide action with respect to key Business Continuity/Recovery Processes as illustrated in the diagram below:



Each business recovery function is assigned to a coordinator who will be required to coordinate all activities within that recovery function. Each coordinator will be required to make the necessary contacts and arrangements in order to execute predetermined action plans and checklists. To facilitate recovery phase activities, the Emergency Director may expand the Group to include other members of the Leadership Team or outside organizations to provide guidance/assistance when and where required in support of the designated Business Recovery Function.

The Communications Director will ensure Community Support Connections' stakeholders are aware of return to work/recovery strategy and timelines once an emergency is terminated and will use protocol outlined in the Emergency Communications Plan.



The Executive and Development Assistant is responsible for coordinating the following activities, as appropriate:

- Setting up logistics for procurement and delivery of resources, both Community Support Connections' resources and outside good and services;
- Tracking the distribution of equipment and supplies requested by the Group;
- Arranging for transportation to support emergency operations, including employees, volunteers and supplies; and
- Obtaining and allocating food and water supplies to support emergency responders.

The Executive Director is responsible for coordinating the following activities, as appropriate:

- Determining service impact providing viable solutions for remedy
- Determining impact on pending events and obtaining contact information for those responsible;
- Consulting with Community Support Connections' legal counsel.

The Director of Finance is responsible for coordinating the following activities, as appropriate:

- Establishment of an accounting process for tracking expenses for procurement of goods and services;
- Emergency purchases;
- Compilation of asset information on damaged equipment including replacement costs; and
- Notification and coordination with Community Support Connections' insurer provides insurance related reports and/or documentation as appropriate.

### Post-Incident Analysis and Review (PIAR)

At the discretion of the Emergency Director, a Post Incident Analysis and Review (PIAR) may be conducted for any incident that activated the Emergency Plan. For any incident declared at a Response Level 3; Emergency and Response Level 4: Disaster, a review must be conducted within a reasonable time after the incident has been terminated. The date, time and location of the review, including required participants will be determined by the Emergency Director.

## 10. Appendices

### I. Examples of Incidents and Levels of Response

	Level 1 Occurrence	Level 2 Event	Level 3 Emergency	Level 4 Disaster
Fire	Smell of Smoke	Fire Alarm	Minor Fire	Major Fire
Medical	Bee sting, minor allergic reaction, Minor abrasion, laceration First Aid	Respiratory distress Serious First Aid incident Medical emergency	Limited infectious disease outbreak Fatality	Widespread infectious disease outbreak Influenza pandemic Mass trauma, fatality
Bomb Threat	Suspicious package	Bomb threat	Confirmed bomb threat	Bomb detonation
Security	Suspicious person Community Support Connections' Conduct violation Criminal Code violation	Threats Disturbance Physical altercation Confirmed person with a weapon Robbery Motor vehicle collision	Hostage taking Barricaded person	Use of firearm Homicide
Hazardous Material	Small, single-room hazmat spill Smell of natural gas	Minor building-wide hazmat release	Significant building-wide hazmat release	Community-wide hazmat release
Infrastructure	Minor water leak Minor IT telecommunications failure	Major water leak Major IT communications failure	Partial structural failure Major building flooding Prolonged black out	Building collapse Aircraft crash
Natural	Tornado, severe thunderstorm, winter storm warning/watch	Severe weather storm (wind, snow, ice)	Winter ice storm, tornado, earthquake causing infrastructure damage	Winter ice storm, tornado, earthquake causing disastrous infrastructure damage

## II. Emergency Preparedness Training

The Emergency Director will ensure that the Leadership Team reviews this plan and their associated departmental plans annually to ensure that staff and volunteers have training appropriate for their position. Additionally, the Operations Management Group, under the direction of the Emergency Director, shall undertake a tabletop review of the plan at least annually, identifying their own training and development needs.

Community Support Connections' Health and Safety training includes the following for all staff:

- Facility tour (includes Health and Safety Board, emergency exits, location of First Aid and fire suppression equipment)
- Occupational Health and Safety training
- WHMIS 2015 training
- Workplace Violence and Harassment training
- Infection prevention and control training
- Using a fire extinguisher training

Job specific:

- Standard Operating Procedures
- Safe Food Handling training
- Safe Driving for Work Training
- Emergency (or Standard for certain positions) First Aid/CPR

## III. Emergency Contact Lists

Staff and Board contact lists are maintained on Community Support Connections' SharePoint site.

## IV. Fire Safety and Evacuation

From the *Location Evacuation Plan – Fire and Other Emergencies*:

If you discover a fire or need to evacuate the premises for any other reason:

- **Rescue** - Rescue people in immediate danger if you can do so without endangering yourself.
- **Alarm** – Use any of the three yellow fire pull stations (located in the kitchen, volunteer lounge and front reception) or the security alarm boxes (located near the front door and in the Strassburger Room) to sound the alarm. Notify the Fire Marshall of the precise nature and location of the emergency. The JHSC shall verbally alert people of the need to evacuate. Activate fire

suppression system if applicable and/or use fire extinguishers to extinguish small fires if you are familiar with their proper use. The Fire Marshall should call 9-1-1 from a safe distance, if necessary. Give the correct address, location and your name. Speak slowly and clearly and wait for the dispatcher to hang up first.

- **Confine**– Close doors, windows and other openings where possible.
- **Evacuate** - Evacuate the building immediately and assist staff and volunteers to evacuate.

Where do we meet outside of this office? Exit the building by way of the nearest safe exit. Proceed across Woolwich Street North and meet at the plaza on the other side of the road. If there are any further instructions required, they will be given at that time.

How do we evacuate our office space? Everyone is to leave the building and go to the designated meeting spot. Quickly shut down operating equipment. Avoid rooms filled with smoke and do not enter rooms if the door handle is hot. If the building is engulfed by smoke, crawl along the floor on your hands and knees. Cover your nose and mouth with your hand or an item of clothing. Staff will monitor who is in their area and ensure everyone is leaving the building. Learn the stop, drop and roll technique. For the purposes of this procedures, the Breslau office is divided into the following areas:

- 1) Finance/Executive Director
- 2) Exercise/Connectors
- 3) Volunteer Engagement/Fundraising
- 4) Scheduling
- 5) MOW Offices/Mensink Room/Strassburger Room/Viewing Room
- 6) Volunteer Lounge and two small adjoining interview rooms (Rotary Room and Bigfoot Snowshoes Room)
- 7) Kitchen/Dry Storage/Event Storage/Loading Dock

Staff are responsible for monitoring the location of their volunteers and third party invitees and assisting them in the event of an evacuation due to fire, ensuring that they leave the building and meet at the designated meeting spot. Volunteers (with the exception of Meals on Wheels' drivers) should sign/in out at reception or have staff sign them in/out on their behalf. Staff in the Scheduling area shall check the two bathrooms near them and printer room; staff in the MOW Office area will check the bathrooms in that area, MOW staff will check the volunteer lounge and two adjacent interview rooms, and Finance will check the two small offices near them, turning the lights off behind them, and closing the doors behind them to indicate these rooms have been checked and to ensure that they are empty on their way out.

The Fire Marshall will take the office sign-in sheet with them as they exit the building. Once at the designated meeting spot, the Fire Marshall will:

- 1) Verify if all building occupants and visitors have exited
- 2) Assume the role of primary contact to answer questions
- 3) Instruct everyone to remain in the area until further notice; and
- 4) Report status to a Director or the Executive Director

If a person with a disability is unable to exit the building unassisted a Director, a Supervisor or the Fire Marshall must notify the emergency response of the person's location. Unless imminent life- threatening conditions exist in the immediate area occupied by the person with a disability, relocation of the individual should be limited to a safe area in close proximity to an exit.

Injured persons should not be moved. They should be kept lying down, covered and warm. Those trained in first aid should assist others in that regard until medical aid arrives.

**Site Fire Marshall:** Donna Bulpitt

**Alternates:** Doris Hammond, Gerrie van der Maar

The role of the Fire Marshall is to be the team lead during a fire emergency. The person assigned is the staff person who is on site the most. The Fire Marshall will contact emergency response, account for workers and others, greet emergency response and authorize workplace re-entry based upon direction from emergency response. All pertinent fire or rescue information should be conveyed to the Fire Marshall or Fire Department. The Alternates' role is to be the team lead when the Fire Marshall is off site.

## V. Food-Borne Illness

Upon notification of any potential food-borne illness, Community Support Connections will dedicate all of its resources to:

- contacting clients directly;
- advising them of the situation, symptoms and actions required (medical attention); and
- where possible, immediately recalling all meals.

## VI. Program Action Plans

### Essential Services

In the event of an emergency (including pandemic), Community Support Connections will immediately advise its clients/stakeholders regarding changes (if any) to their

service provision through a combination of direct communication, radio alerts and posting on our website.

### **Meals on Wheels**

All Community Support Connections' Meals on Wheels clients are advised to keep emergency provisions on hand in the event that we are unable to deliver meals due to weather or some other unforeseen circumstance. Frozen Meals will be provided if possible to last the duration of the service interruption.

They are further advised to monitor local radio stations for service updates. In the case of meal cancellation, Community Support Connections staff resources are re-directed to contacting clients directly to advise them of the cancellation and ensure that they have an option available to them.

If an emergency impacts Community Support Connections' ability to prepare hot meals, frozen meals will be substituted until hot meal preparation can resume.

In some cases of community-wide emergency, Community Support Connections may be requested to provide increased meal delivery and/or meals for people displaced by the emergency. To the extent possible, Community Support Connections will re-direct its staff and volunteer resources to respond to these requests. Anticipating that emergencies that might trigger this kind of request would also result in the cancellation of non-essential Community Support Connections' services, staff for non-essential services will be cross-trained for MOW preparation.

### **Transportation**

All Community Support Connections' Transportation clients are advised that they may have to make alternate arrangements in the event that we are unable to deliver service due to weather or some other unforeseen circumstance. They are further advised to monitor local radio stations for service updates. In the case of service cancellation, Community Support Connections staff resources are re-directed to contacting clients directly to advise them of the cancellation.

### **Reassurance Calls**

In the event of a significant service disruption, Community Support Connections staff and volunteer resources will be re-directed to making reassurance calls and using this framework to check in on the well-being of clients who receive other services that may be temporarily unavailable, and sharing community resource information with these clients.

### **Group Services**

#### **Exercise and Fall Prevention**

If Exercise and/or Fall Prevention classes are interrupted in a single location, participants will be advised of the disruption through the standard mechanism for the

specific site (posting, contacting clients individually). If classes are cancelled for a particular geographic region, notices will be posted on our website and announcements made on local radio stations. Clients who are capable of accessing virtual exercise programs will be redirected to those services.

**Community Dining**

If Community Dining is interrupted in a single location, participants will be advised of the disruption through the standard mechanism for the specific site (posting, contacting clients individually). If dining is cancelled for a particular geographic region, notices will be posted on our website and announcements made on local radio stations. Clients who are capable of accessing virtual community dining programs will be redirected to those services.

**Caregiver Support**

If Caregiver Support sessions are interrupted in a single location, participants will be contacted directly. If sessions are cancelled for a particular geographic region, notices will be posted on our website and announcements made on local radio stations.

**In-Home Services****Care Coordination**

Services can be re-scheduled when the emergency situation is resolved.

**Help at Home**

Services can be re-scheduled when the emergency situation is resolved or continued where practicable with appropriate PPE and distancing.

**Grocery Shopping**

Services can be re-scheduled when the emergency situation is resolved. Staff resources will be re-directed to direct contact with affected clients to ensure that they have enough food to see them through the emergency and/or make alternative arrangements. List shopping services may be provided until such time as regular grocery shopping services can be resumed.

**Visiting**

Services can be re-scheduled when the emergency situation is resolved.