# Site Leadership Disaster Management Responsibilities

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# 1. PURPOSE

This document outlines the multiple responsibilities of site leadership required prior to, during and after any event or emergency. This document does not replace the emergency plans or task sheets that are part of orientation for all staff.

Site leadership are to be aware of all task sheets especially the task sheets for Incident Commander roles if they may be required to fill that role.

The emergency plans and task sheets are Regional documents. Sites are to populate site specific information where indicated. No other edits to the emergency plans or task sheets are to be made.

# 2. PLANNING PRIOR TO EVENT

## 2.1 Response Plans

There are many different reasons and situations where a response plan may be needed. There is a regional all hazards response plan that include templates for task sheets. The task sheet templates are to be edited with specific site information and printed and ready at the site.  If a site or program needs to respond to an event they are to use the response plan task sheets for that hazard or threat. If there is no task sheet for the specific hazard, they are to use the All Other Events task sheet. There are colours assigned to some of the most common response plans for quick reference, as well as emergency plans for threats or hazards that are not given a colour code, such as Armed Assailant, Loss of Services, Tornado or Outbreaks.

The response plans with task sheets are:

| The response plans are: | Restrict Entry |
|---|---|
| Code Black – Bomb Threat | Code Yellow – Missing Client |
| Code Blue – Cardiac Arrest | Tornado |
| Code Brown – Chemical Spill | Loss of Services |
| Code Green – Evacuation | - there are different Loss of Service responses for multiple events such as loss of hydro, water, heat, etc |
| Code Grey – External Air Exclusion | |
| Code Orange – Disaster Response | Internal Flooding |
| Code Pink – Infant/Child Abduction | Building Damage |
| Code Red – Fire | All Other Events |
| Code White – Violence | Outbreaks |
| Armed Assailant | |

The all hazards response plan, templates and site-specific task sheets, and information are housed on the StaffNET on the Disaster Management page.

Staff, including site leadership are to be aware of the response plans for their site, and where to access these at the site and be confident in using them during a response.

## 2.2 Site Disaster Management Information
The facilities are to have a document with information that may be required during a response. This document is called the Site Information for Disaster Management. It is to be completed, kept current and available on the StaffNET for leadership, on-call managers and the Regional Incident Command Team. This document has information regarding possible evacuation sites, generator capabilities, fuel plans, Municipal Emergency Coordinator contacts and other information that may be useful during a response. All site leadership and staff that may be in charge of the site should be aware of this information and where to locate this document in case needing to reference.

## 2.3 Review Roles
The Incident Commander and other roles are to be reviewed by site leadership. The Incident Commander is the person most capable of handling the event who is present at the time. The Incident Command oversees the response for the particular site and directs staff to perform functions to protect clients, visitors, other staff and the site. The Incident Command is responsible for ensuring that the overall response to the disaster is successfully managed. The role is delegated if someone more capable presents to the site. Other site leadership could become the liaison for the site and the Senior Leadership Team, or lead one of the teams. At a community site or regional office, the Incident Command may be the site lead or whomever is present and best able to handle the situation.

Site leadership needs to review the additional roles and discuss who is to assume roles in different circumstances. Roles are decided similarly to the Incident Command role and are based on which staff on-site at the time are best able to take on the responsibilities. These roles can also be transferred to someone presenting later if they are better equipped to handle the tasks and situation. Site leadership are to review the roles and task sheets, discussing who is to fill the various roles in multiple different circumstances, times of day and during holiday coverage. These reviews and discussions need to take place before an event takes place.

## 2.4 Organizational Structure
The organizational structure during an event may look quite different than the normal reporting lines for the site. The Incident Command needs to be able to share information and objectives quickly and efficiently. For this reason, site staff are to separate into teams during an event so that the Incident Command has no more than 8 direct reports. The teams are determined by location, departments or capabilities. Remember many staff work throughout the building, such as Housekeeping or Physical Plant staff, so there needs to be a plan for these staff to report to someone during an event. Do not forget about staff that may not report to anyone at the site normally such as Mental Health, Home Care staff, etc. The teams may look differently if an event happened during an evening or weekend compared to a day. Some teams may need to break into two or more groups based on the size of the team and manageability. Verify everyone is able to be accounted for and effectively managed. Safety and accountability are priorities.

Here is an example of how the site's reporting structure may look during a response:
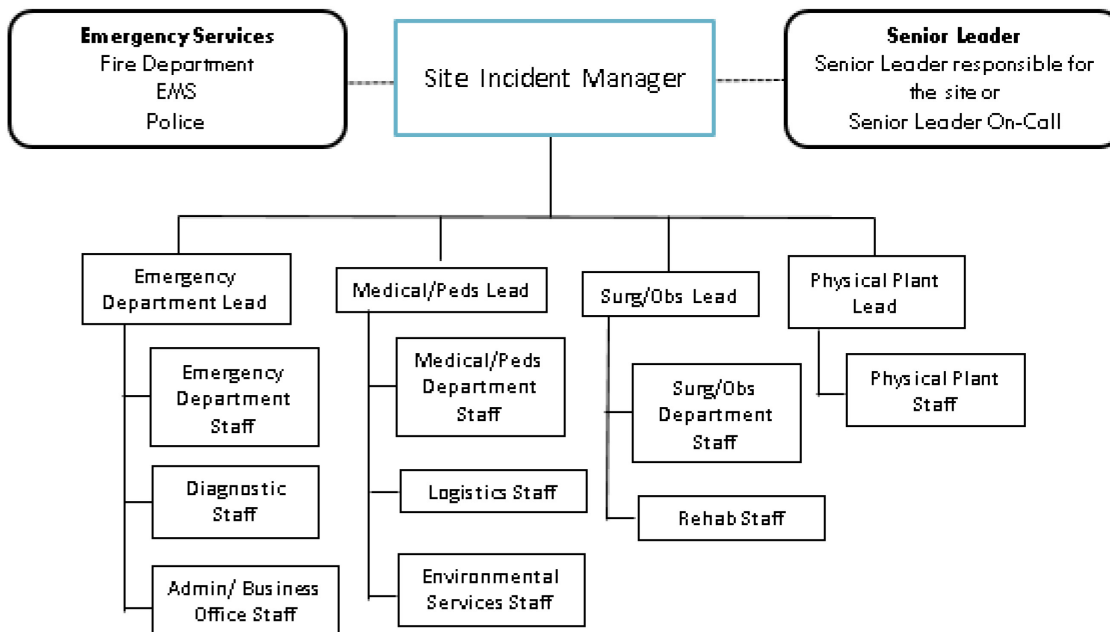


Staff may be reporting to someone they do not normally report to and may report to someone else later on during an event. It is important for everyone to know who they are to report to and who is reporting to them at all times.

Staff may be designated roles unrelated to their usual positions. Staff may be asked to be a runner, or a recorder, or sent to an area to assist with the response, or assigned a task sheet for specific or general response tasks.

## 2.5 Review Possible Locations of Site Operation Centre

Review different options for setting up a Site Operations Centre (SOC) (consider the best place for the SOC during an emergency). The SOC needs to be in a safe location, have communication resources (phones, computers, radios), be centrally located, easily accessible, and not be in the way of emergency services and responders.

The SOC at facilities is likely best established at or near the primary nursing station for ease of communication and centralized coordination of response duties.  For community sites and offices, the reception area may be the best location. Depending on the affected areas and size of the site this may need to change.  If the site is having to evacuate to another location, a Site Operations Centre is to be established at the receiving location in order to coordinate the arriving clients, staff and supplies.  The SOC location is to be easily identifiable.

## 2.6 Staff Call-in Plan

Southern Health-Santé Sud uses Rave Alerts to contact staff to notify them of an urgent situation. The Incident Commander, site leadership, on-call managers and the Emergency Preparedness Specialist have the authority to send a Rave Alert to the staff they feel would benefit from receiving the alert.

The Incident Commander is to indicate at what point to call-in staff, who and how many, and where to report based on the Incident Commander's assessment of the threat. The staff being called in need clear direction on where to report and any possible dangers or areas to avoid.

Rave Alert will be used to notify staff of situations that may be dangerous in the area they live or work. It also has capabilities to ask staff to assist a site that needs assistance due to a mass casualty event or evacuations due to an emergency

On call managers as well as Senior Leadership can have a Rave alert sent for any area or occupation. The Incident Commander and site leadership can decide to have an alert sent for their community. To have an alert sent, the on-call manager or Senior Leader On Call can arrange. Or sites can have staff trained to send for their community. The site lead could decide to have one sent and have their site admin do so, or contact the on-call manager to have it sent if it is after hours, or if they do not have anyone able to send at the site.

The Rave Alert system uses QHR/QSS to determine the staff's work location, location of residence, occupation, phone numbers and email addresses.

Regional program staff and those who work at multiple sites may not have their work place reflected as a specific location.

Staff that are wanting to receive alerts for specific locations that are outside their work location and/or residence can opt in to receive alerts for any community you would like.

To receive alerts, ensure all contact information are correct in QHR/QSS and opt-in to any additional alerts by logging into Rave and selecting the communities you would like captured. For more information, see the [directions on how to opt-in to additional alerts.](#)

## 2.7 Develop Plan to Notify Clients and Families

Sites are to have and maintain a communication plan detailing communication with clients and their families. Clients may become agitated, scared or confused. It is important to keep clients informed and calm as much as possible during an event. Their families need to be contacted as soon as possible to inform them of the situation and let them know of the response.

## 2.7 Phone list

All site leadership are to have easy access to a list of phone numbers that may be required in an emergency. This list is to include the number for:
- Emergency services, this would be 911 in most areas
- The site's respective Senior Leader

- The number to connect with the Senior Leader On-Call (204-239-2715)
- On-call manager
- Site leadership
- Site on-call maintenance
- The Municipal Emergency Coordinator (MEC) for the area
- Emergency Preparedness Specialist


## 2.8 Municipal Emergency Coordinator

The site lead or designate is to connect with the Municipal Emergency Coordinator (MEC) of the area. This contact is to be developed well in advance of any incident occurring, so that you are familiar with the support and assistance the MEC can provide. If there are multiple facilities in your community, coordinate this approach with the other sites by having a joint teleconference or meeting with leadership from each site in the area and the MEC. In order to assist with the connections with the MEC, a list of discussion points has been developed. Please review and contact your MEC to discuss. Site leadership is to maintain regular contact with the MEC in the area.

Some things to discuss with the MEC in your area are:

- **Possible evacuation sites** – the site leadership and the local MEC need to discuss, if required during an evacuation, what locations in the area would be suitable. Review locations with the respective community or neighboring communities where clients could be re-located for a short period of time. Factors like 24-hour access, distance from site, accessibility (for wheelchairs or beds), acceptable areas, kitchen and washroom facilities are factors in deciding where is most suitable to evacuate clients. The predetermined evacuation sites may not be viable during an event in a case of a large incident where many homes and buildings are ordered to evacuate. Sites would need to confirm with the MEC that the community isn't evacuating to the same building as that may not be suitable for our clients.

- **Resources available** – in an emergency the MEC can assist with obtaining and providing resources for our sites such as helping with transportation, volunteers to assist, food, water and other supplies. Discuss with the MEC what resources they might be able to make available to us during an event.

- **What is available to assist with providing for the community** – often during events, sites see increased needs and visits. Many of these people presenting to the site do not have medical needs but are looking for a place to warm up, a meal, water, or a place to charge their phone. Municipalities having sites equipped with resources like generators available to take in and accommodate these needs would reduce the burdens on the facilities. Discuss what the plans and abilities are to provide this for the community. Also, there may be reception centres set up during large events int eh community. Depending on the demands on the site, there may be capacity to help at reception centres, or arrange for nursing or mental health supports to come from other areas to assist if the site is overwhelmed.

- **Participating in drills** –discuss the willingness to participate in training exercises. Share that we would welcome the opportunity to assist with development of the drills or to participate. Ask the MEC if we run a training exercise in the area, would they be open to working with us to develop and/or run.

- **Liaison for Emergency Operations Centre (EOC)** – In situations effecting a large area or an event that multiple agencies would be involved it is likely that the MEC would initiate a community EOC to provide a coordinated response. This allows for an organized response and sharing of resources and information and can be a valuable resource to the site. Let the MEC know that we may not always be able to send a liaison if a community EOC is assembled. However, depending on the circumstances a liaison may be sent. The liaison from Southern Health-Santé Sud may be someone from the site in-person or someone to join a virtual EOC.

Make sure the contact and information from the MEC is shared with the site leadership team and on the Site Information for Disaster Management document. Anyone that may be designated the Incident Command is to be aware of this information.

Also make sure to share the updated Site Information for Disaster Management document along with this contact and information from the MEC is shared with Disaster Management.

## 2.9 Emergency Kits

Sites are to have an Emergency Kit which contains items to assist initiating and carrying out the emergency plans. The kits must be easily accessible at all times and staff must know where to find these kits.

Sites may choose to add additional items, but all kits are to contain these essential items.

> The items that may be needed in the kit, or located with it are:
> Call lists
> Clipboards
> Floor plans x 8 or more
> Flashlights
> ID bands (for Personal Care Homes)
> Incident Command Vest (for facilities)
> Markers
> Paper
> Pens
> Tape
> Task sheets for all applicable Codes
> Two-way radios (for facilities)

## 2.10 Accessibility

All revised emergency plans will include the following information for all staff:

*If you have a disability, whether permanent or temporary, visible or invisible, and believe you may need help during an emergency, let your supervisor know. They are to work with you to develop individualized emergency response information that is to meet your needs in an emergency situation.*

If staff inform you of barriers they face, work with the employee to complete the Employee Accessibility Plan for Emergencies (ORG.1210.PL.001.FORM.02) to create an individual plan. See Emergency Preparedness policy (ORG.1210.PL.001) for more information.

## 2.11 Education and Training

Sites are required to complete the following training:

- Community and corporate offices – one fire drill per year.
- Acute and long term care facilities:
  - One fire drill on a monthly basis.
  - An evacuation drill completed yearly for every shift.
- Long term care facilities are required:
  - To exercise all components of the disaster management program, over a period of three years, based on the level of risk.
  - Fire drill participation or fire prevention education for every staff member, including permanent, term and casual employees.

Southern Health-Santé Sud emergency plans and training requirements are in accordance with the Emergency Measures Act, and Canadian Standards Association standard CSA Z1600-14 and adheres to the standards of Accreditation Canada and the Manitoba Health, Seniors and Active Living, Personal Care Home Standards.

Facilitators at sites are to record exercises and training using the tracking tools in place. The participation and exercise debrief needs to be recorded for all completed fire drills, evacuation drills, tabletop exercises, and mock disasters or full-scale exercises. The participation is recorded by staff using a link or QR code to a Microsoft Form. The debrief of the exercise is recorded by the facilitators must include the date, the event response exercised, and any gaps or challenges identified and follow up plan to address. Site leadership is responsible to review this information and ensure follow up is completed on any gaps identified from the exercises.

# 3. DURING AN EVENT

## 3.1 Knowing When to Call a Code
Leadership is to initiate a code anytime a response is required to a threat or hazard, or if staff and clients need to be informed of the threat.

## 3.2 Access Resources
Refer to the specific emergency plans at your site to assist with responding during an event. The task sheets will try to assist with determining the priorities and strategies required and see that no steps are missed or overlooked. If there is no response plan task sheet for the event happening, use the All Other Events task sheet.

Connect with your supervisor or on-call manager for assistance and direction. Connecting with the Emergency Preparedness Specialist may also be helpful.

Also, if information such as Municipal Emergency Coordinator's contact, possible evacuation locations, generator fuel plans is needed, this information is available on the Site Information for Disaster Management document.  This information should be review regularly but can be referred to as needed.

## 3.3 Safety
Safety of people is the first priority when an event occurs.  Property and environment come second.  Should an area of the site become dangerous because of structural damage, smoke, fire, hazardous substances, or chemical fumes, consideration must be given for staff safety.  Do not send staff into a dangerous situation.  Firefighters are better equipped to go into areas that are considered dangerous.

## 3.3 Notifying Senior Leadership
Site staff is to notify the site lead immediately of any event or threat. The site lead is to notify their supervisor.  If it is during the evening or weekend, the site is to contact the on-call manager and the on-call manager will contact the Senior Leader On-Call. If the on-call manager for your site or program is not available, then the site calls the Senior Leader On-Call at 204-239-2715.

Leadership is to initiate Regional Incident Command anytime a response overwhelms the site. If staff at the site are overwhelmed by the event and/or require assistance from the Regional Incident Command with obtaining resources (i.e. transportation, food, water, medicine, beds at another site), if media may be involved or families will need to be notified, then the site lead is to notify their supervisor immediately. The supervisor and Senior Leadership in discussion with the site leadership will decide to convene Regional Incident Command if the site is needing resources to assist with the response.

If the site is able to handle the response, and families are not needing to be notified, and no media is involved, email notification to the supervisor is acceptable.

## 3.4 Document
Confirm information is recorded either on the task sheets or on separate paper. Record when tasks are started and completed noting the time and sign your initials. Record staff reporting to you. Do a head count periodically to confirm that all clients and staff are accounted for and that this is recorded.  If staff go to a different area or site verify that is noted on the records.

## 3.5 Communication
All information is forwarded up to the Incident Command. This is very important, as the Incident Command needs the most up to date information. The Incident Command works with the Senior Leader or the Regional Incident Command and responding emergency personnel so it is critical that they have the most current information at all times. Look at using two way radios, overhead paging, paging over phones, runners or cell phones to keep the Incident Command and staff informed.



Sites need to test paging systems to see if staff in all areas can hear pages. Paging over phones can reach a number of staff quickly, however if staff have a hearing impairment, or are on the phone or are in a room without a phone the page may not be heard. A process to verify all staff are notified needs to be in place at the site. Site leadership need to be aware of the process and how to initiate it.

Media requests are referred to the Southern Health-Santé Sud Media Intake Line at 204-424-2329. For urgent after hours media inquires, contact the Senior Leader On-Call.

News releases are the responsibility of the site lead or designate in consultation with the Senior Leader or Senior Leader On-Call and/or Corporate Communications office (1-204-248-7254).

# 4. AFTER AN EMERGENCY

## 4.1 Debrief

Monitor staff and clients for signs of mood changes, agitation, stress or Post Traumatic Stress Disorder (PTSD). Verify staff are aware of the Employee Assistance Program (EAP). Be prepared to debrief in groups or individually with clients and staff after the event so they can discuss their respective experiences. It is best to have the debrief sessions within three days if possible. The Incident Command or site leadership is to work with EAP Critical Incident Stress Management to organize debriefs. Contact EAP at 204-945-5786 or 1-866-669-4916 to arrange.

## 4.2 Complete Safety Event Report

Complete the Safety Event Report ORG.1810.PL.001.FORM.01. This is to be completed as soon as possible, before end of the shift.

## 4.3 Return Site to Working Order

Depending on the event and possible damage caused, the site may need to be repaired, cleaned and restocked before moving clients back into areas of the site. These tasks are outlined in the evacuation task sheets.

## 4.4 Complete After Action Report

The Incident Command is to complete the **Disaster Management After Action Report** within 5 days of the event. The site lead and/or the Incident Command forwards this report to Disaster Management. The site lead and/or the Incident Command may need to review this report with Disaster Management. This information is used to identify lessons learned and any changes needed to the equipment, education or response at the site or the emergency plans, ensuring best practice and a learning organization. Implementation of recommendations for the site are the responsibility of the site or program lead. Changes to emergency plans are the responsibility of Disaster Management.

The After Action Report is to be completed for all of the following situations:
- If the site had an event that had a code called, such as code yellow, code red, or code green and required a response
- If the code was called or Senior Leader/Senior Leader On-Call was notified of a code but it didn't require the full response of the emergency plan
- If a code wasn't called, but the site did have a response to an event that could have been considered a code or event
- Had a response to an event that does not have a colour code such as power outage, supply shortage, person of interest
- Had a response to a threat

The After Action Report needs to be completed in order to continue to improve our emergency plans and responses to events. The Occurrence Report is used to track the events to better know how to educate and prepare staff.