



THE BESS AND MOE GREENBERG FAMILY

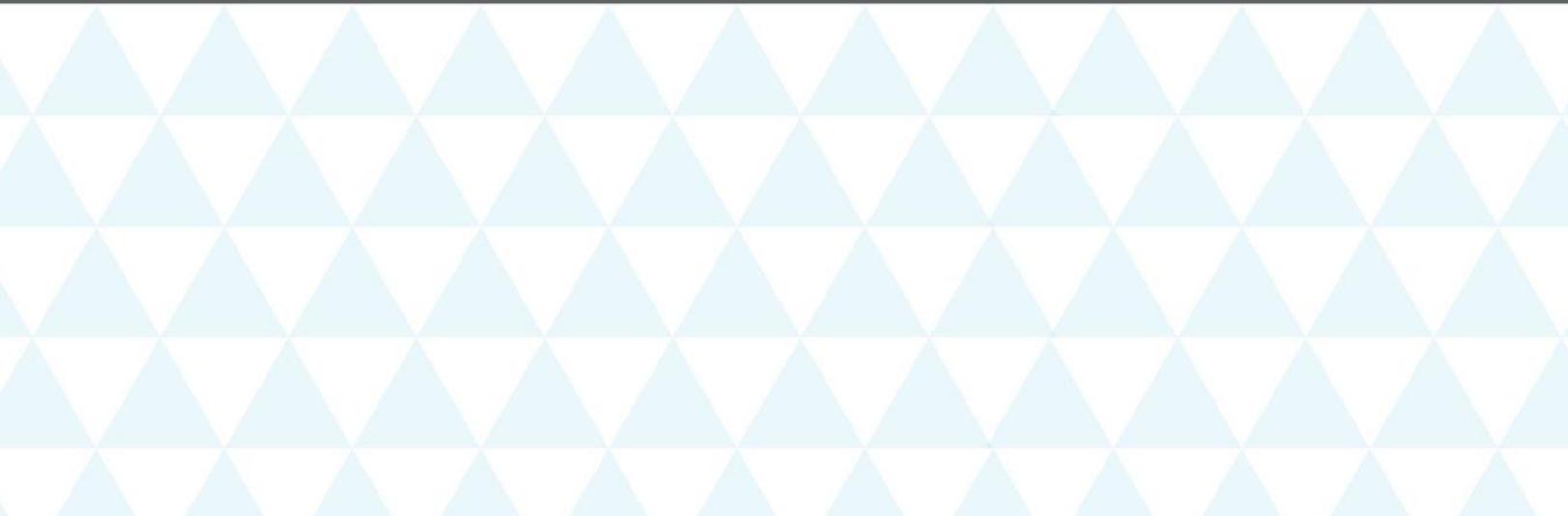
Hillel Lodge

LONG-TERM CARE HOME OF OTTAWA

Emergency Response and Preparedness Plan

Public Version

Elevating Excellence •



Last Review Date: January 5, 2026

Appendices:

- Appendix 1 – IMS Roles and Job Actions
- Appendix 2 – Understanding HIRA
- Appendix 3 – Emergency Response Plan Overview
- Appendix 4 – Fire Safety Plan Overview
- Appendix 5 – Fire Safety Training/ Education
- Appendix 6 – Disaster Box Contents
- Appendix 7 – Emergency Codes

Required documents:

- EMERGENCY CODE PROCEDURES AND CHECKLISTS – Emergencies are managed using procedures noted in the emergency codes procedures and checklists within Hillel Lodge’s Emergency Response Plan Manual.
- EDUCATION MODULES – Training for emergency codes and Fire Safety is provided to staff.
- BUSINESS CONTINUITY PLAN – Contact information for vendors and contractors, agreements, and schematics

Program

Hillel Lodge has an emergency preparedness and response program in effect that reflects the model of The Incident Management System (IMS) and includes a comprehensive Emergency Response Plan (ERP) and Fire Safety Plan (FSP) that defines and communicates clearly the standard response in an emergency, specific to the home.

The Emergency Response Plan utilizes the emergency codes as policies and procedures for handling an emergency situation. These can be seen in section 2 of the ERP Manual. The emergency codes Hillel Lodge utilizes can be found in Appendix 7.

Hillel Lodge has an Emergency Response Plan and Fire Safety Plan that meets provincial and municipal regulations, and that is based on information identified in a home-specific Hazard Identification and Risk Analysis (HIRA).

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

The home practices response to all codes at least once per year;

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

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

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

Emergency Preparedness and Response Program

Hillel Lodge's Emergency Preparedness Responsibilities

Hillel Lodge:

1. Incorporates emergency preparedness and response training into staff development programs.
2. Has identified the location of the internal Emergency Operations Centre as the café. The external Emergency Operations Centre is the Jewish Community Centre, located on campus.
3. Ensures all staff receive and participate in training upon hire, as part of orientation, and annually to fulfill the requirements of the program in the event of an emergency that includes at minimum:
 - a) Emergency Colour Codes
 - b) Fire Drills, R.E.A.C.T., and fire procedures
 - c) Evacuation and use of evacuation equipment
 - d) Tabletop Scenario Exercises

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

Hazard Identification and Risk Analysis (HIRA)

A HIRA is completed annually to allow Hillel Lodge to prioritize prevention, mitigation and training priorities for the home based upon the analysis' determination of the various hazards. Refer to *Understanding HIRA, Appendix 2*.

The HIRA is a determination of the various hazards that are pertinent to a home's specific location. This is completed by assessing what types of emergencies could occur within the home and in its community. The second process is the risk assessment, determining the probability of a potential emergency occurring and the consequence of the emergency should it occur.

Home-Specific Emergency Response Plan (ERP)

Hillel Lodge's ERP is reviewed and updated annually, as well as at the conclusion of every code, as required. The ERP uses a team approach comprised of home leadership staff and outside partners such as fire, paramedics, police and other local partners, using information identified in a home-specific Hazard Identification and Risk Analysis (HIRA). Refer to *Emergency Response Plan Overview, Appendix 3*.

Fire Safety Plan

The Hillel Lodge Fire Safety Plan has been approved by Ottawa Fire Services. Hillel Lodge reviews the Fire Safety Plan along with all other ERP documents annually. Refer to *Fire Safety Plan Overview, Appendix 2*.

Major Emergency Exercise

Every three (3) years Hillel Lodge conducts a major emergency preparedness exercise involving at least two or more services in the home. Community response agencies are included, when possible. A mock disaster with partial evacuation is the typical major emergency preparedness exercise. The mock major emergency disaster exercise may also include:

- a) Loss of utilities
- b) Fire
- c) External/Natural Disaster

Annual Emergency Drills

Hillel Lodge's ERP includes regular drills for every possible of emergency, as outlined in the *Fixing Long-Term Care Act, 2021*.

Emergency Preparedness and Response Program

Disaster Boxes

Disaster boxes are available in the Command Centre (café) and on the 2nd and 3rd floors, ready for any emergency situation. The boxes are labelled and easily transportable. *Disaster box contents are outlined in Appendix 6, Disaster Boxes.*

Incident Management System Leaders and All Staff Procedures

Incident Manager The Incident Manager may maintain all of the functions of the Incident Management System (IMS) for low to moderate risks. For high risk or critical incidents, as determined by the Incident Manager, individuals or teams may be assigned to each function.

The Incident Manager will:

- Establish and organize the IMS functions pertinent for the emergency.
- Provide the individuals/teams assigned to the IMS functions with their associated job action checklists.
- Assume responsibility for implementing the Emergency Preparedness procedures and directing staff to ensure the safety and security of residents, visitors, staff and volunteers.
- Use the Incident Manager Checklists when responding to any emergency code, natural disaster or extreme weather event to assist with the direction of completing tasks during an emergency, including recording the time when each task was completed.

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

All Staff Apply preventive, preparedness, responsive and recovery procedures when participating in an emergency, including:

- Training in evacuation procedures.
- Be familiar with the contents and location of the Emergency Response Plan and Fire Safety Plan and the responsibilities required of your position.
- Completing required education on Emergency Codes, Fire Safety and IMS.
- Participating in Emergency Code exercises.
- Respond to emergency situations by following instructions provided by the Incident Manager.
- Respond to fire alarms and other emergencies as specified in the Emergency Response Plan.
- Treat every drill as a real emergency and respond accordingly.

IMS Functions

The Incident Management System (IMS) is the internationally accepted organizational structure for responding to incidents of all scales and all types. It is an expandable system based on functions – not positions. Each function is assessed to see if it is required for the incident. A function may be fulfilled by one person or a team of people. For smaller events, one person may fulfill multiple functions.

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

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

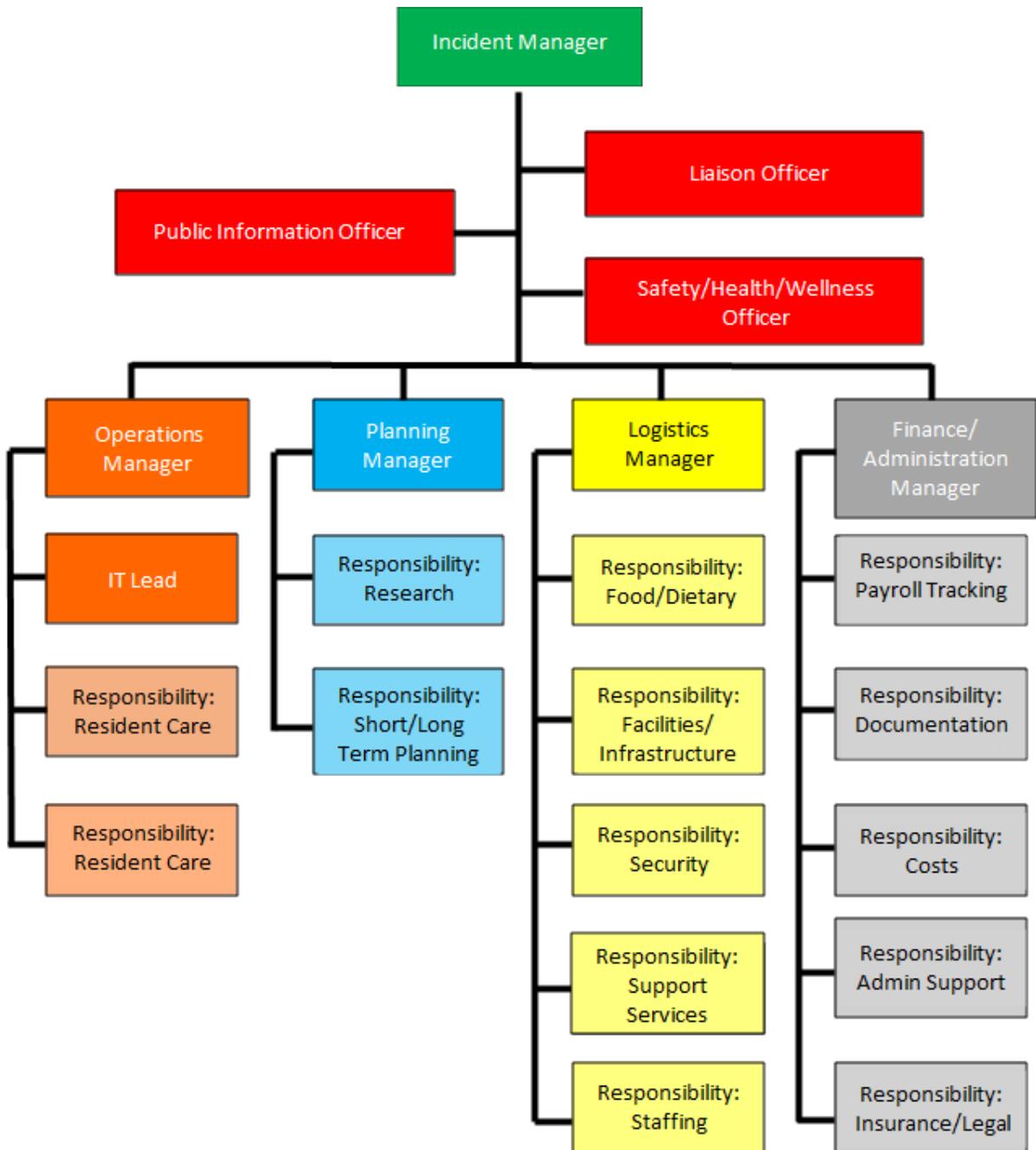
- Operations Manager
- Logistics Manager
- Planning Manager
- Finance/ Administration Manager
- Safety/ Health and Wellbeing Officer
- Liaison Officer
- Public Information Officer
- Information Technology Lead

These titles are in keeping with the international standards.

Note: One person may hold more than one position.

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

IMS Functions



IMS Functions

Key Sections and Actions

Incident Manager

- Organizes and directs the emergency response for the emergency/incident.
- Gives overall direction for the home's operations and, if needed, authorizes evacuation.
- There will always be an Incident Manager for every incident on all shifts. It is typically the Charge Registered Nurse unless the role has been delegated to a manager.
- The Incident Manager must provide a comprehensive briefing to the new incoming Incident Manager before passing on the function.
- All other IMS Team members must be informed of any change in the Incident Manager or any other IMS functional responsibility.
- In longer events (more than 2 hours), the Incident Manager will schedule regular meetings to:
 - a) Obtain a status update.
 - b) Gather information, assess challenges/needs.
 - c) Make decisions on the strategic direction of the response, assign tasks.
 - d) Ensure effective communications.

Safety/Health and Wellness

In every emergency or incident, the health and safety of staff and residents is paramount. The safety function monitors and has authority over the safety of Operations.

Public Information

The Public Information (Communications) function organizes communications with the families, stakeholders and the media (as appropriate) and provides information updates.

Liaison

Liaison acts as the contact for representatives from other agencies.

Operations

Operations is the function of carrying out the emergency response, containment, damage mitigation, recovery and directives of the Incident Manager. Where the incident directly impacts resident care, Operations will coordinate and ensure ongoing resident care during emergency operations.

Information Technology

The IT function manages IT requirements or issues during an emergency situation.

Planning

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

Logistics

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

It is also responsible for maintaining environment services of the physical building. Logistics will also conduct or collect information for damage assessments of the home.

IMS Functions

Financial

The Administration/Financial function monitors the utilization of financial assets, provides administrative support to the senior IMS Team members, and ensures documentation of all meetings.

If the scale of the incident dictates, each of the functions above may have an individual or team to assist in the meeting of their tasks.

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

Understanding HIRA

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

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

Phase 1: Hazard Identification

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

Historical

What types of emergencies have occurred in the community, at this home, at other homes in the area, and at similar organizations?

Examples include fires, missing resident, severe weather, hazardous material spills, transportation accidents, earthquakes, hurricanes, tornadoes, utility outages, etc.

Geographic

What can happen as a result of the home's location? Consider:

- Proximity to flood plains, seismic faults, dams, etc.
- Proximity to companies that produce, store, use or transport hazardous materials.
- Proximity to major transportation routes (highways, railways, seaports, etc.)

Technological

What could result from a process or system failure?

Examples include fires, computer system failure, explosion, power failure, hazardous materials incident, heating/cooling system failure, safety system failure, emergency notification system failure, telecommunications failure

Human Error

What emergencies can be caused by staff error? Do they know what to do in an emergency?

Human error is the single largest cause of workplace emergencies and can result from limited training and education, fatigue, lack of situational awareness, complacency, misconduct, rushing a task, substance abuse.

Physical

What types of emergencies could result from the design or construction of the home? Does the physical building design enhance safety?

Consider the physical construction of the home and evacuation routes and exits.

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

Understanding HIRA

Phase 2: Risk Assessment

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

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

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

Prioritizing Prevention, Mitigation And Training

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

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

Emergency Response Plan Overview

- The Emergency Response Plan must be reviewed annually and updated, as needed, to reflect necessary updates.
- Include a contingency plan for the care of residents that includes:
 - Detailed roles and responsibilities during an emergency (including evacuation drills) every year.
 - Arrangements with local authorities and institutions to provide shelter and resources.
 - Alternate sources to supply emergency power, water, food and fuel.
 - A communications plan.
 - Resident identification procedures, including photographs and identification bracelets.
- Include the following elements:
 - Communication protocol for enacting the ERP.
 - Employee roles and responsibilities, including IMS leaders.
 - Accountabilities for employees before, during and after an emergency.
 - Actions steps for all risk levels of an emergency.
- Be completed with the site-specific information required.
- Contain:
 - Emergency telephone numbers, including public utilities and government agencies.
 - Corporate emergency telephone numbers, including Corporate Communications.
 - Staff recall procedure.
 - Key suppliers, contractors and support services.
 - All emergency code checklists.
 - Senior IMS Team checklists.
 - Building site plan showing access roads, evacuation meeting area(s), etc.
 - Floor plans identifying key life safety and exit information.
 - Floor plans identifying each room and attached room search checklists.
 - Maps showing the search area quadrants around the home.

Fire Safety Plan Overview

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

Fire Safety Plan Overview

Fire Safety Education

1. Fire safety education includes at a minimum instruction in:
 - a) Basic steps taken in response to a fire emergency.
 - b) Evacuation procedures.
 - c) Use of emergency evacuation equipment.
 - d) Location and use of the fire alarm system, annunciator panel, fire extinguishers, fire blankets.
 - e) Use of communication systems such as telephones.
 - f) Explanation of layout of the home and location of all exits and related stairways.
2. Staff procedures are outlined in the home's Fire Safety Plan.
3. Staff are required to complete education on fire safety.

Records

Copies of training records for individual staff attendance are maintained with the Human Resources department.

Families/Residents

Fire safety training is provided to families and residents upon request.

Monthly Fire and Annual Evacuation Drills

1. Regular in-service sessions are provided as part of staff meetings or debriefing and analysis sessions following regular fire drills. The in-service session must:
 - a) Provide a review to improve employees' knowledge and skill in fire safety procedures.
 - b) Provide an opportunity for all staff to complete the orientation, including casual staff on all shifts.
 - c) Identify areas of improvement in the existing program.
 - d) Ensure timely and appropriate responses to an emergency situation.
2. Monthly fire drills are conducted and documented on each shift.
3. Annual evacuation drills are conducted with staff.

Disaster Boxes

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

Box 1 Location: Café

Boxes 2 and 3 Locations: Lounge opposite the elevators

- Foil blankets;
- Pens, felt markers, and pencils;
- Flashlight/separate batteries
- Adhesive-backed directional arrows;
- Clipboards;
- Orange/neon safety vests;
- Roll of “Caution tape” to block off access (e.g., triage area);
- 2 pairs of paramedic shears/scissors;
- 1 pair of work gloves;
- 2 bottles hand sanitizer;
- Small first aid kit;
- 2 boxes of surgical masks; and
- Box of disposable medical gloves – 1 medium and 1 large size.
- Blood pressure monitor and batteries
- Wind up radio (battery/rechargeable)
- Building plans
- Directional signage – wall or floor decals (reusable)
- Emergency operations sign (main floor box only)
- Triage sign (main floor box only)
- ID wrist

Emergency Colour Codes



REACT:

Remove persons from immediate danger

Ensure doors and windows are closed

Activate the fire alarm

Call 9-1-1

Try to contain/ extinguish the fire

Announce Code Red overhead Evacuate the fire area

Await fire department arrival



Stage 1: Partial horizontal evacuation of emergency area

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

Stage 3: Total evacuation

Announce Code Green overhead

Evacuate using team approach



- Remove all persons from the area
- Attempt to de-escalate the individual
- If de-escalation is not possible, announce Code White overhead and get assistance from someone who may know the individual better
- If the person is dangerous, call 911



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



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



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



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

Stage 2: Announce Code Yellow overhead, continue home search and search the campus

Stage 3: After 30 minutes of resident identified as missing, call 911



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



- Announce Code Brown overhead
- Environmental Services Manager or designate assesses if the spill is containable and cleanable
- The spill is cleaned by the most appropriate person (role), if able
- Call 911 if spill is determined to be a threat

Emergency Colour Codes

Grey

Infrastructure
Disruption



Code Grey includes:

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

Silver

Active
Assailant



- Immediately evacuate and hide behind doors/under furniture
- Call 911
- Announce Code Silver to inform others of imminent danger
- Do not confront the armed individual

Secure Home



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

**Natural Disasters and
Extreme Weather Events**



Tornados, earthquakes, floods, and storms:

- Shelter in place until the event has passed
- Close all outside windows and doors
- Instruct and help residents and visitors to move away from outside windows and doors
- Evacuate if necessary

During a tornado or earthquake:

- Crouch close to the floor away from heavy equipment,
- Cover head with arms and bedding,
- Assist residents in wheelchairs to put on the brake and lean forward
- Call 911 if anyone is hurt or trapped