



EMERGENCY MANAGEMENT PLAN

2026

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I. Authorization

The following leadership agrees to support and uphold the Holland Christian Homes Emergency Management Plan.

Name	Robert Marcinkiewicz
Title	Director of Facilities

Name	Tracy Kamino
Title	Chief Executive Officer

Name	Jemmie Ramprashad
Title	Director of Tenant Care

Name	Justine Dudziak
Title	Administrator, Grace Manor

Name	Sellinor Ogwu
Title	Administrator, Faith Manor

Name	Omer Rogers
Title	Sr. Manager Environmental Services

Name	Mary Jean Morgan
Title	Director of Human Resources

Name	Glenda McKay
Title	Volunteer Coordinator

Name	Romayne Manners
Title	Infection Prevention and Control Lead, Faith Manor

Name	Linda Eghobor
Title	Training and Development Coordinator

Name	Thi Luyen Loc
Title	Infection Prevention and Control lead, Grace Manor

II. Interim Plan Revisions

This section is to notate any incidents or updates in policies and procedures, and exercises that occur after the completion of this plan that can change the intent and impact of this plan. Any updates based on incidents, exercises, and/or policy changes that have been approved by **Emergency Management Committee** at Holland Christian Homes. These edits will be formally incorporated into the document as part of its regular review, which occurs annually.

Date	Plan Section	Revision	Name or Department
Feb 9, 2024	P 44 Staffing contingency plan	Merged with the HR staffing plan	Environmental Services
June 19, 2024	P 25	Reference to Heat Related Illness Management Plan	Environmental Services
August 26, 2024	P 10 and 26 P 43	Revised HVA Revised exercise program schedule Removed HR staffing plan appendix	Environmental Services
Feb 19, 2026	P 30 and 31	Revised IPAC index	IPAC

Section 1 – Emergency Plan Administration

1.1 Executive Summary

Holland Christian Homes (HCH) has taken a proactive approach in ensuring the safety and well-being of its staff, residents, and facilities during emergency situations. To achieve this goal, HCH has developed an Emergency Management Plan (EMP) that has been thoroughly reviewed and approved for implementation. The EMP aims to minimize damage and hardship caused by emergencies and disasters, while also reducing future vulnerability to such events. HCH strongly believes in continuous planning, training, and exercise activities to enhance preparedness and build capabilities to respond effectively to both internal and external emergencies and disasters. The EMP is a testament to HCH's unwavering commitment to the safety and security of its community.

1.2 Purpose

The purpose of Holland Christian Homes Emergency Management Plan is to improve the capacity to mitigate, prepare, respond and recover from adverse outcomes of emergencies and disasters. The plan establishes an all-hazard approach to coordinate timely and integrated actions in response to a wide range of incidents or events that may disrupt normal operations.

As per FLTCA O Reg 246/22 268 (4), this Emergency Management Plan outlines actions to support the following:

- Emergencies such as an outbreak of communicable diseases, pandemics, epidemics, and endemics. **HCH maintains an Infection Prevention and Control Outbreak Management plan – Appendix B, and Pandemic Plan**
 - Outbreak management team member with roles and responsibilities
 - This will include the Identification of isolation centers for residents
 - Outlining a process for cohorting staff and residents, and the management of symptomatic residents and staff.
 - An Immunization Plan
 - Pet Immunization Plan
 - Inventory management plan
- Fires (**HCH maintains a code red policy and the fire safety plans per each building**)
- Community disasters (**HCH maintains a code orange policy**)
- Violent outbursts (**HCH maintains a code white, silver, and black policies**)
- Bomb threats (**HCH maintains a code black policy**)

- Medical emergencies (**HCH maintains a code blue policy**)
- Chemical spills (**HCH maintains a code brown policy**)
- Situations involving a missing resident (**HCH maintains a code yellow policy**)
- Loss of one or more essential service (**HCH maintains a code grey policy, and service disruption forms**)
- Gas leaks (**HCH maintains a code grey policy**)
- Natural disasters and extreme weather events (**HCH maintains a code grey policy, Heat Related Illness Management Plan, Water Damage Prevention Emergency Response Plan, Emergency Management Plan sections 9.3 and 9.4**)
- Boil water advisories (**HCH maintains a Emergency Management Plan section 9.4, code grey policy, service disruption forms**)
- Floods (**HCH maintains a code grey policy, service disruption forms, Water Damage Prevention Emergency Response Plan**)
- Staffing contingency plans
- Utilize an Incident Management Systems Framework to outline a logical and flexible chain of command that supports the effective use of resources.
- A utility contingency plan to account for normal, after and weekend hours to restore essential services (including technological breaks in service) as quickly as possible following an incident;
- Safeguard facilities, property, and equipment;
- Meet all applicable emergency management related regulatory and accreditation requirements;
- Communication process to stakeholders of any emergency that directly impacts the organization.

It is understood that all plans are to account for 72 hours of supplies to support any emergency as per industry best practices.

1.3 Scope

In this plan, an emergency refers to any occurrence that causes or has the potential to cause disruption to Holland Christian Homes' operations. A disaster, on the other hand, is an event that surpasses the capacity of the community's emergency response and may result in far-reaching consequences. This comprehensive approach encompasses all response actions that may be required in the event of natural or artificial calamities such as hazardous materials, technological, or terrorist events. Additionally, the plan outlines the policies and procedures that Holland Christian Homes will implement to minimize, prepare for, respond to, and recover from the impacts of these emergencies.

1.4 Emergency Management Committee

The role of the Holland Christian Homes Emergency Management Committee (EMC) is to coordinate the development and maintenance of the Emergency Management Plan, ensure the emergency preparedness program meets relevant standards and requirements, and provide and/or coordinate program activities, including training and exercises.

The committee is multidisciplinary and includes representation from various departments. The committee is co-chaired by the Director of Facilities and Emergency Management Coordinator.

The Emergency Management Committee meets on an as-needed basis and is composed of the following staff members:

Title	Director of Facilities (Co-Chair)
Phone	905 463 7002 x 5257

Title	Emergency Management Coordinator Sr. Manager of Environmental Services (Co-Chair)
Phone	905 463 7002 x 5362

Title	Training and Development Coordinator
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Title	Manager of Tenant Care
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Title	IPAC Leads
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Title	Administrator, Grace Manor
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Title	Administrator, Faith Manor
Title	Director of Human Resources
Title	Sr. Manager of Environmental Services
Title	Director of Program & Services
Title	Volunteer Coordinator

Section 2 - Situation and Assumptions

2.1 Hazard Vulnerability Assessment

As per the FLTCA's Residents' Bill of Rights, licensees have a responsibility to offer residents a safe and hygienic living environment, along with necessary accommodation, nutrition, care, and services. Section 5 of the same act mandates that residents are entitled to freedom from neglect by the licensee and staff. Therefore, it's crucial to remain vigilant of any potential hazards that may impact the residents' well-being. According to FLTCA O. Reg. 246/22's s. 268(3)(b), homes must carry out a hazard and vulnerability assessment (HVA) annually to identify any potential risks that could lead to an emergency situation. HCH strictly adheres to this regulation and conducts HVA assessments through its Emergency Management Committee. The Emergency Management Committee uses a modified version of the *Hazard and Vulnerability Assessment Tool* developed by Kaiser Permanente.

The current HVA was last completed on August 26, 2024. The top 4 hazards identified are as follows:

The current HVA results may be found in Appendix (A). The response to these hazards has been addressed in policies and procedures.

1. HVAC failures
2. Epidemics
3. Information system failure
4. Water failure

2.2 Key Plan Assumptions

The following assumptions are reflected in this plan:

- Holland Christian Homes will continue to be exposed and subject to hazards and incidents described in the HVA, as well as hazards that may develop in the future.
- A major disaster could occur at any time and any place. When time allows, stakeholders will be notified. The initiation of applicable policies and procedures commences to manage the event; however, some emergencies occur with little or no warning and may be unusual to the environment and this plan.
- Due to the size of HCH's campus, a single site incident (e.g., fire, gas main breakage) could occur at any time without warning and the employees affected cannot, and should not, wait for direction from local emergency response units. Onsite resources with the required knowledge will be utilized immediately to manage the incident.
- If any incident occurs resulting in injuries of varying degrees of seriousness to staff and/or residents; a rapid and appropriate response will reduce the number and severity of injuries. Uninjured nursing staff will triage residents and staff until emergency response agencies arrive (Fire, EMS, Police).
- Outside assistance from local fire, law enforcement, and emergency medical services will be available in most serious incidents. Because it takes time to request and dispatch external assistance, it is essential to be prepared to carry out the initial incident response at the Holland Christian Homes until responders arrive at the incident scene.
- Proper prevention, protection, and mitigation actions, such as maintaining the environment and conducting building inspections, will help to reduce incident-related losses.
- Maintaining this plan and providing frequent opportunities for stakeholders (staff, residents, first responders, healthcare system partners, etc.) to exercise the emergency colour codes will improve readiness to respond to incidents.

Section 3 - Command and Control

3.1 Incident Command System

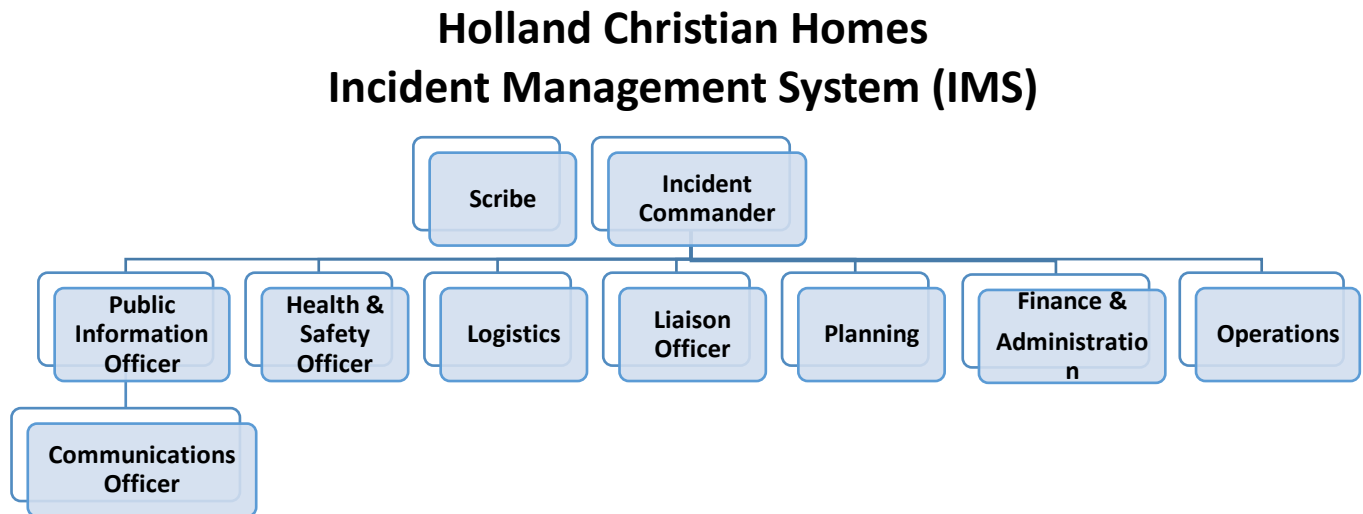
As per FLTCA O Reg 246/22 268 (5) 2., Holland Christian Homes will be using the standardized Incident Command System “Incident Management System (IMS)” as identified by Emergency Management Ontario. IMS is used to manage emergencies that impact normal operations. IMS is an incident management structure with defined responsibilities, clear reporting channels, and standardized terms. The designated **Incident Commander** (IC) has overall authority and responsibility for conducting and managing incident operations, persons assigned to this role will not always be Senior managers in the organization. As per FLTCA O Reg 246/22 268 (5) 4., IMS Staff listed below outlines the staff responsibilities. The following positions reports to the IC:

- **Public Information Officer** - responsible for managing the public and media inquiries or with other agencies with incident-related information requirements.
- **Liaison Officer** - responsible for coordinating with representatives from cooperating and assisting agencies/organizations.
- **Health & Safety Officer** - responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety during the incident.
- **Communications Officer** – responsible for developing communications to stakeholders, internal and external.
- **Scribe** – responsible for documenting all discussions and decisions taking place in the Emergency Operations Centre (EOC), and the preparation and documentation of the Incident Action Plan.

The General Staff consists of four Section Chiefs, appointed and can be called into service by the IC. Each Section Chief may designate additional personnel for specialized roles. The four sections include:

- **Logistics** - responsible for providing facilities, services, and materials for the incident.
- **Planning** - responsible for the collection, evaluation, and updating of information related to the incident, and all IPAC related requirements
- **Finance/Administration** - responsible for all incident costs and financial considerations.
- **Operations** - responsible for all tactical operations at the incident this includes staffing

This structure is illustrated in the IMS Organizational Chart shown below.



IMS positions are temporary assignments and only necessary positions will be filled upon activation. This means if an incident only needs a partial activation, only the positions needed will be requested. It is the responsibility of the IC to determine which positions are required and to whom they are to be assigned. An *IMS Assignment List* may be found in [Appendix C](#).

Each IMS position has a prioritized job description, or Job Action Sheet (JAS), which describes the duties of the person assigned to the role. A Job Action Sheet will allow an employee to carry out responsibilities that may not be part of his/her normal duties. The JAS will also define that person's reporting responsibilities. Copies are available in the Emergency Operations Center or EOC.

Emergency Operations Centre (EOC) Locations. Two locations can be used for the EOC:

- Boardroom Covenant Tower (7930 McLaughlin Road South) and
- Grace Manor Meeting Room - Grace Manor (45 Kingknoll)

3.2 Authority to Activate

Holland Christian Homes' Incident Commander can be one of the following designations: The Director of Facilities or Chief Executive Officer, Administrator or Director of Resident Care, Emergency Management Coordinator or designee. These

designations have the authority to activate the Holland Christian Homes' IMS and will serve as incident commander until relieved or IMS is deactivated.

3.3 Incident Activation & Deactivation

Upon notification of an incident, the Director of Facilities, Chief Executive Officer, Administrator, Direct of Resident Care, Manager On-Call, Emergency Management Coordinator, or designee conducts a rapid assessment of the situation, considering the following decision factors for IMS activation:

- The impact of the incident on operations, residents, staff, and resources.
- The anticipated duration of the incident.

When the IMS is activated, a formal announcement is made to stakeholders. Those assigned to an IMS role are to report to the EOC, located at either Boardroom located in the Covenant Tower – 2nd Floor or the Grace Manor Meeting room, located in Peace Tower on the second floor. See [Instructions for IMS Activation](#) section for more information.

Different incidents will have different activation requirements. Activation can be partial, dependent on the incident. Review the requirements and discuss the resources needed to implement the plan.

3.4 Deactivation

Before deactivation, the EOC will assess the situation, considering the ongoing impact on operations. Based on the factors considered and the ability to return to normal operations, the Incident Commander will determine when to formally deactivate IMS. When the decision has been made to deactivate IMS, a formal announcement will be made to staff, internal and external stakeholders.

3.5 Information Collection, Documentation, Analysis, and Dissemination

A record of actions taken to manage an incident from initial notification of the incident, staff notification, implementation of IMS, and of the incident-specific protocols that may have been activated, is critical for performance improvement, regulatory scrutiny, and possible insurance reimbursement for damages and expenses.

When an incident is of greater complexity occurs, meetings are held to determine general objectives reflecting the overall strategy for managing the incident. These objectives are developed by the Incident Commander and/or the Planning Section Chief. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for the management of the incident. This includes a summary and outcomes from any post-incident debriefs.

3.6 Roles and Responsibilities

There are four phases of emergency management, as defined below:

Mitigation: Actions taken to lessen the severity and impact a potential disaster or emergency might have on a Holland Christian Homes operation.

Preparedness: Preparedness activities are undertaken to build capacity and identify resources that may be used should a disaster or emergency occur.

Response: Refers to the actual emergency and controls the negative effects of emergencies.

Recovery: Comprises those actions that are directed at restoring essential services and resuming normal operations. Recovery planning should occur almost concurrently with response activities.

Provincial Agencies

- **Mitigation** - Share resource information and help identify potential collaborations to support or enhance mitigation efforts.
- **Preparedness** - Provide tools and templates to assist in Holland Christian Homes planning, training, exercising, and community integration.
- **Response** - Maintain situational awareness among Holland Christian Homes through notifications and information sharing. As appropriate, communicate resource needs to local, state, and federal partners and advocate for such resources where necessary.
- **Recovery** – Continue to provide support with resource requests, and collect information to assess financial and operational impacts on Holland Christian Homes

Local/Regional Mutual Aid

As per FLTCA O Reg 246/22 268 (3)(a), Reciprocal Agreements are agreements of mutual aid amongst facilities and organizations within the community. These are reviewed annually and activated when certain conditions are met during an emergency or in dire situations. As per FLTCA O Reg 246/22 268 (5) 1, the Incident Commander will decide when reciprocal arrangements will be initiated and will designate EOC staff to contact the facilities.

Local Emergency Responders

As per FLTCA O Reg 246/22 268 (4) HCH has identified partner entities that may be involved in providing emergency service including:

Police – Brampton Police Department

Fire – Brampton Fire Department

EMS – Emergency Paramedical Services

Canadian Red Cross Halton & Peel Disaster Services

City of Brampton and Peel Region Emergency Management Offices

As Per FLTCA O Reg 246/22 268 (5) HCH involves the above entities in drills such as the Annual Vulnerable Occupancy Fire Drill and annual Code Green Drills. HCH tests the fan out list annually, ensuring that the contact information is up to date. HCH consults and works with the above entities regularly.

Section 4 - Continuity of Operations

4.1 Essential Functions

As per FLTCA O Reg 246/22 268 (5) 6. and 7., HCH maintains a stock of a 3-day emergency menu (**HCH maintains a code green dietary emergency kit list**). HCH also maintains emergency agreement with the pharmacy to supply medications in case of emergency.

Holland Christian Homes has identified and prioritized the following 5 functions (i.e., those that must continue during an emergency or disaster) and supporting processes, as follows:

Priority Number	Essential Function/ Brief Description	Supporting Processes	Recovery Time Objective
1	Nursing Care to Residents	Registered and Non - Registered, and Resident Care support staffing	24/7
2	Access to Food and Water	Nutritional Support for Residents	72 hours
3	Access to Technology	Technological infrastructure backup systems	24 hours
4	Nursing and Resident Support staffing	Contingent staffing during disasters	12 hours
5	Building Maintenance	Essential Utility and Infrastructure Contractors	6 hours

4.2 IPAC Program

The [IPAC Program](#) at Holland Christian Homes is a robust and essential program needed to manage numerous types of outbreaks of communicable diseases, outbreaks of diseases of public health significance, epidemics, pandemics, and endemics as they occur. The program includes the identification of isolation centers for residents, as well as an Outlined process for cohorting staff and residents, and the management of symptomatic residents and staff.

Our IPAC committee manages these outbreaks by inviting individuals outside of this committee who may be vital to the incident occurring at the home. Our IPAC program is integrated with the Emergency Management Committee during a period of intense surveillance where multiple factors affect the entire campus. The home has an Immunization plan that is governed by Immunization policy and any strategies

mandated by local public health agencies. An immunization policy for pets is also managed by this program. Outbreak management team members with roles and responsibilities are listed in the Surveillance, Reporting, and Communication Document. See [Appendix B Surveillance](#) for more information.

4.3 Staffing Contingency Plan

Staffing during an emergency can be difficult to maintain. Holland Christian Homes realizes that staff will be worried about their families during emergencies. It also realizes that during these times the home may be short-staffed. The Staffing Plan will assist the home to manage staffing issues during emergencies (**HCH maintains a HR Staffing Plan**).

Section 5 - Communications

5.1 Risk Communications

Information shared during an emergency must be timely, accurate, comprehensive, authoritative, and relevant. Upon notification of an event that will impact Holland Christian Homes operations, the CEO as the assigned Public Information Officer (PIO) is the conduit of information for internal and external stakeholders, including tenants, residents, staff, and partner organizations, as approved by the Incident Commander.

The PIO leverages available sources of information such as federal, provincial, and local agencies, coalitions/associations, and verified news reports to gather vital information and ensure accuracy. The PIO and/or designee(s) use the information gathered to develop messaging to communicate with tenants, residents, staff, regulatory agencies, and partners in the local community via various channels of communication including Email, Website, SMS, and Virtual Meeting Software E.g. Teams and Zoom, and Telephone. The PIO also considers the language and literacy level of the intended audience for messaging.

All external inquiries are referred to the PIO. Staff are instructed to respond to such inquiries with the following statement: "Holland Christian Homes policy is to refer all external inquiries to our CEO, acting as Public Information Officer." Staff is instructed to contact the CEO as PIO or Incident Commander whenever they have been approached by the media.

5.2 Staff and Resident/Tenant Notifications

As per FLTCA O Reg 246/22 268 (5) 3., the Fan Out List describes the communication plan for every emergency, beginning at in facility notification via walkie-talkies, all the way to activation of reciprocal agreements if needed. As per FLTCA O reg 246/22 268 (6), HCH also maintains a crisis communications plan (**HCH maintains a Crisis Communications Plan**). Some of the strategies are outlined below.

In the event of an emergency, Holland Christian Homes notify staff via Staff Schedule Care and the *Staff Contact List*. Residents/Tenants are notified via the appropriate communication channels, which can include Channel 990, internal landline paging, the website, voice communication through the fire panels, or posters in the facilities, memos delivered to each tenant, as required. If deemed necessary, families of Grace and Faith Manor residents can be notified through a Cliniconex message.

The Public Information Officer or designee develops the messaging to be relayed to all of the above groups.

Staff Schedule Care is primarily used to notify staff of an emergency. Paper copies of the *Staff Contact List* will be maintained in the EOCs as a redundant backup.

A *Staff Contact List* contains current primary and secondary cellphone numbers and, if available, personal email addresses. This contact list is utilized to inform, update and/or recall staff as needed in the event of an emergency. Holland Christian Homes keeps this contact list readily available (hard copy and electronically) at all times. A copy is also kept in the Emergency Operations Center. The Staff Contact List will be updated by HR every quarter or whenever informed of a change by a staff member. The updated information is submitted to Emergency Management Coordinator to update the master list.

A staff communication drill is conducted annually for Code Orange Fanout/call back by the Human Resources using “Staff Schedule Care.”

5.3 Communications with Partners

The Faith and Grace Manor Administrators must notify the Ministry of Health and Long-Term Care of the transfer of all residents to temporary locations during emergencies. The Administrators will make a Critical Incident Report to MLTC as well as contact Ontario Health at Home for assistance with relocation. Holland Christian Homes will respond to requests from the Ministry of Long-Term Care for information such as the status of Holland Christian Homes operations, resident capacity, and/or staffing/resource/infrastructure needs during a disaster.

Holland Christian Homes will share resident information during disasters when necessary to provide continuity of care or to identify, locate and notify family members, guardians, or anyone else responsible for the individual's care of the individual's location, general condition, or death.

Information shared during an emergency must be timely, accurate, comprehensive, authoritative, and relevant. The coordination of messaging among all partners is critical to ensuring that staff, residents, and partners all receive the information they need to take the appropriate steps in response to an emergency or disaster.

Holland Christian Homes **Communications Plan** includes the following:

- Process for communicating with organization staff (including senior leadership and network-level management);
- Process for communicating with residents, tenants, and families;
- Process for communicating and coordinating with partners;
- Identification of primary and backup communication methods;
- Draft messages based on current response plans;
- Procedures for the collection, maintenance, and testing of data, equipment/software, as well as all communication protocols; and
- Designation of a Public Information Officer (PIO)/Spokesperson.

Section 6 - Buildings, Safety and Security

6.1 Facilities Management

Holland Christian Homes maintains all facilities owned and/or occupied by Holland Christian Homes, policies and procedures are in place to mitigate hazards and facilitate emergency response. As part of normal operations, Holland Christian Homes maintains a safe environment of care for its staff, residents, and visitors. In doing so, Holland Christian Homes conducts monthly, quarterly, and annual inspections at each Manor and Apartment Towers location to monitor compliance with all mitigation efforts.

6.2 Evacuation Planning /Shelter-in-Place Plans

As per FLTCA O Reg 246/22 268 (2), HCH maintains an evacuation plan (**HCH maintains a code green policy**). Depending on the type of emergency, and whether it is internal or external to the facility, it may be necessary to evacuate the facility or to shelter in place. Director of Facilities; Chief Executive Officer; and Administrator(s), are authorized to issue evacuation and shelter-in-place orders, this is sometimes done in collaboration with local Fire and Police.

The decision to evacuate or shelter in place will be made based on pre-determined scenarios, and the best available information, at the time of an incident. Directions from municipalities, provincial emergency management operations centers, law enforcement, emergency management, and public health authorities will also impact the decision to evacuate or shelter in place.

The code green policy includes a system in the home to account for the whereabouts of all residents via evacuation lanyards and wristbands and the “Evacuation Transfer Record Form on RHA” and the “Evacuation Transfer Record Form at Front Door Prior to Relocation”. HCH has identified safe evacuation locations for which agreement has been obtained in advance (**HCH maintains a Reciprocal Agreements List 2024**). As per communication with stakeholders from municipal and regional emergency management, the city of Brampton and Peel Region EMS would provide buses and ambulances to quickly transport residents and critical medications, supplies, and equipment in the event of the need to evacuate. As per FLTCA O Reg 246/22 268 (3), HCH maintains lists of all supplies and equipment necessary to remove in the event of an evacuation (**HCH maintains a Code Green Supplies Audit lists**)

Holland Christian Homes staff are required to participate in Code Red (Fire) and Code Green (evacuation) drills, other emergency colour codes will also be practiced on a monthly, quarterly, and annual basis. Each Holland Christian Homes Manor maintains a Fire Plan in accordance with local ordinances including emergency procedures and contact information. The fire plan is updated on an annual basis.

6.3 Utilities

Maintenance staff have the knowledge, training, and instructions for accessing/shutting down building systems including alarms, electrical, gas, water, and HVAC systems. Maintenance staff are provided with ongoing training on these skills.

Section 7 – Emergency Operations Centre (EOC)

7.1 EOC Set-up

Holland Christian Homes has designated the Boardroom, located in Covenant Tower, as the organization's Emergency Operations Center (EOC). This is the location where situational assessments are conducted and decisions are made; it also serves as the hub for internal and external communications. The EOC will be set up by any supervisory staff assuming the role of Incident Commander. Should the primary Command Center be compromised the Boardroom, the alternate location Grace Manor meeting room located on the 2nd floor of Peace Tower will be used.

7.3 Volunteer Management

Holland Christian Homes may utilize HCH volunteers as well as the resident's family/friends in the event of a disaster that hinders the ability of Holland Christian Homes to render care and services to its community. Due to regulations and/or restrictions, Holland Christian Homes may utilize volunteers for non-clinical care.

7.4 Staff Scheduling and Care

During an emergency, Holland Christian Homes' hours of operation may need to be reduced or extended based on the status of the facility or the needs of the community. Staff schedules may also be subject to change. If possible, scheduling will be determined according to the Collective Agreement (s) for (Unionized staff), and Human Resources (non-Unionized staff).

Section 8 - Community Integration

8.1 Identification of Planning and Response Partners

Holland Christian Homes has identified and engaged key planning partners including long-term care facilities, public health/community-based agencies, and/or local businesses to assist with the Homes' needs during a disaster. To effectively plan for and respond to a disaster, HCH communicates information regarding its emergency management plans to members of the community via email and telecommunications. All publicly shared information is approved by senior management and the CEO (PIO).

Community Partnering

To support community integration, Holland Christian Homes will work on getting to know its community partners to participate in local, regional, and other agencies – meetings, training, and exercises.

8.2 Agreements

To establish formalized partnerships for aid during a disaster or emergency, Holland Christian Homes utilizes Reciprocal agreements (Mutual Aid) with other neighboring Long Term Care facilities, and in place contractual agreements with service and supplies groups. Agreements are renewed or new ones initiated on an annual basis:

- Vendors/Suppliers
- Contractors
- Healthcare System Partners – Long Term Care Homes, Nursing Homes, Retirement Residences
- Local Education or Religious groups

8.3 Emergency Mental Health

Holland Christian Homes recognizes that psychological reactions to disasters are common, and while most people do not require long-term mental health treatment following a disaster, crisis interventions to alleviate acute psychological stress may be necessary. Holland Christian Homes addresses the mental health needs of staff and residents related to emergency response and/or post-disaster situations. The Director of Human Resources or designate is responsible for ensuring that staff are reminded of the resources available through EAP.

Section 9 - Plan Development and Maintenance

9.1 Plan Development, Review, and Storage

The Emergency Management Committee is responsible for developing, maintaining, and distributing this plan. The plan will be reviewed annually, and as required to incorporate lessons learned from events/incidents, exercises, or training; new municipal, provincial, and federal guidelines or directives; and/or to address significant operational gaps. Changes may include additions of new policies and procedures or supplementary material and/or deletions of outdated information. No proposed change should contradict or override authorities or regulations. All changes will be approved by the Emergency Management Committee before adoption and distribution. The master copy of this plan is stored electronically in SharePoint and a hard copy is available in the Office of the Director of Facilities.

9.2 Training, Exercises, and Evaluation

Holland Christian Homes has an established employee training and exercise program based on the Emergency Management Plan and mandated by Ministry of Long-Term Care regulations and mandates, risk assessments, reports and debrief recommendations.

The Emergency Management Committee regularly reviews the number of training, exercises conducted and results of training/exercise activity on a quarterly and annual basis (as part of our overall Continuous Quality Improvement Committee work) to ensure the frequency and content are appropriate for maintaining preparedness among Holland Christian Homes staff.

Holland Christian Homes provides staff training on emergency preparedness as part of the employee orientation and annual training programs. At a minimum, topics includes:

- Overview of the Holland Christian Homes' Emergency Management Plan, and all related policies and procedure.
- Code Red (Fire)
- Code Orange (Community Disaster Response)
- Code Yellow (Missing Resident)
- Code Brown (Chemical Spill)
- Code White (Violence/Aggression)
- Code Blue (Medical Emergency)
- Code Black (Bomb Threat)
- Code Purple (Violence/Aggression - Hostage Taking)
- Code Silver (Violence/Aggression with a weapon)
- Code Grey (Infrastructure Failure)
- Code Green (Evacuation)
- Infection Prevention and Control/Outbreak Management (Infectious disease preparedness and Personal Protective Equipment (PPE))
- Extreme weather events (Tornados, Floods, Ice Storms, Snow Storms)

All staff receives annual emergency preparedness training related to their anticipated emergency response roles and responsibilities. Training is planned by the Emergency Management Coordinator, Human Resources, and members of the Emergency Management Committee. Training is delivered Annually via the online Learning Management System (SURGE LEARNING) portal, face to face. Emergency Code

Exercises are conducted annually, except for Code Green (Evacuation) which will be exercised at least every three years.

Holland Christian Homes conducts exercises to assess emergency management protocols and identify gaps for plan refinement and additional staff training. Observations of staff response during scheduled events are used to identify strengths, challenges, and potential improvements. Exercises will be conducted as per the Ministry's directives.

Exercises consist of tabletop exercises, full-scale exercises, functional exercises, unannounced/cold start exercises, and drills. The Full-Scale Exercises will either be planned by Holland Christian Homes and focus solely on Holland Christian Homes operations ("facility-based"), or Holland Christian Homes will participate in any Full-Scale Exercise planned and conducted by one of our community partners.

Every effort will be made by Holland Christian Homes to identify a community-based exercise, to participate in which will be documented by the Director of Facilities. Organization-specific exercises will be planned by the Director of Facilities and members of the Emergency Management Committee and participation in exercises is documented. Following each exercise, the Director of Facilities or Incident Commander conducts a post-incident debrief ("hotwash") to discuss player experiences and the strengths and weaknesses of the exercise.

This information will be summarized in a Post Incident Debrief Report recommending improvements. Findings and recommendations will be reported to the Emergency Management Committee and senior leadership.

9.3 Extreme Weather Events

Introduction

During an extreme weather event, all staff will use this policy as a guide throughout the event. These procedures will be used in conjunction with the Code Grey policy and procedures. Other Emergency Colour Codes can potentially be initiated in an extreme weather event.

Policy

Extreme weather events are unusual, unexpected, severe, unseasonal, intense weather such as Tornado, Heatwave, Earthquake, Hurricane, Blizzard, Wind, or Ice Storms that obstructs normal business of the homes.

In the event of extreme weather, HCH will notify staff, residents, and tenants, using the Emergency Voice Communications Systems (Fire Panel) of the incident

A threat level process has been developed to assist with the severity of an event.

Green Normal Conditions

Yellow Warning Alert about conditions and monitoring weather telecommunications systems

Orange Warning confirmed information about conditions

Red Eminent warning and procedures about conditions.

If HCH is aware of the weather event in advance, communications via, email, Staff Schedule Care, and phone list, will be used to warn of impending weather.

If HCH becomes aware of a weather hazard that is imminent the Emergency Voice Communications System (Fire Panel) will be used to notify staff, residents, tenants, and visitors. If the threat level is Orange or Red threat levels immediate strategies to minimize structural integrity and infrastructural losses will commence.

The Maintenance Department will review long term and short-term plans for the event. Depending on the severity of the event, the EOC will be activated for a centralized approach to the Hazard. Contractors on-site and other pending work will be deferred until further notice. Utility companies will be contacted for service if needed.

HCH will maintain open communication with the Ministry of Long-Term Care and local Public Health.

For extreme heat conditions, HCH maintains a Heat Related Illness and Management Plan. As part of our Emergency Plan, both Faith and Grace Manor have back up generators to support any power failures. All life safety equipment, including air conditioning, is on the backup generator.

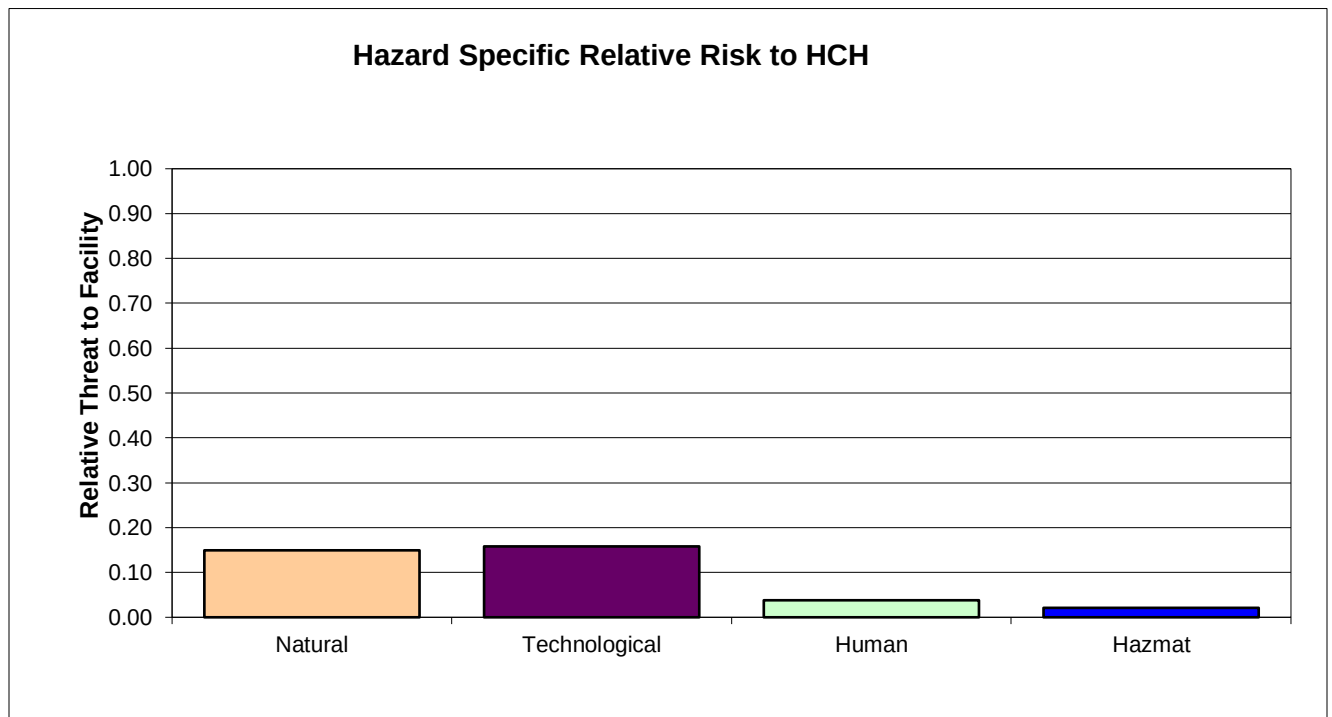
Faith Manor and Grace Manor are part of a larger complex that can serve as cooling centres for residents as needed.

9.4 Boil Waters Advisories

When HCH receives notification from the municipality regarding the advisory. HCH Campus will communicate this alert via printed bulletin and Channel 990. Reminders will be communicated as needed regarding the advisory until notification from the Municipality. Peel Works Department at 905-791-7800 can be called to assess the problem and determine if it will be necessary to have water transported into Holland Christian Homes (**HCH maintains an Interruption of Essential Services Internal Disaster Policy**). The Ministry of Long-Term Care and Public Health, staff, residents, tenants, and families will be notified if the event goes for longer than anticipated.

APPENDIX (A) – HVA

SUMMARY OF HOLLAND CHRISTIAN HOMES HAZARDS ANALYSIS					
 Holland Christian Homes	Natural	Technological	Human	Hazmat	Total for Facility
Probability	0.50	0.49	0.17	0.15	0.38
Severity	0.30	0.32	0.23	0.14	0.27
Hazard Specific Relative Risk:	0.15	0.16	0.04	0.02	0.10



APPENDIX (B) – IPAC Program



**HOLLAND CHRISTIAN HOMES
INFECTION PREVENTION AND CONTROL
“IPAC”
POLICY AND PROCEDURE INDEX**

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Cleaning and Disinfection of Medical equipment

Donning and Doffing of PPEs

Forms

Daily Infection Surveillance

Public Health Outbreak Checklist Respiratory/Gastroenteritis

IPAC Team Checklist

APPENDIX (C) – IMS Assignment List and Instructions for IMS Activation

IMS Role	Description	Primary Staff Assigned	Secondary Staff Assigned
Incident Commander	Leading the Incident	Director of Facilities	Senior Manager, Environmental Services
Public Information Officer	Communications Lead	CEO	Designate
Liaison Officer	Communicates with Ministry, Municipalities	CEO	Designate
Safety Officer	Safety of Staff	Director of Human Resources	Designate
Operations Section Chief	Facility Operations Lead	Senior Manager, Environmental Services	Director of Facilities
Planning Section Chief	Staffing	Directors of Care	Manor Administrators
Logistics Section Chief	Inventory/ Food Supplies/Maintenance Supplies	Senior Manager, Maintenance	Director of Facilities
Finance and Administration Section Chief	Financing & Contracts	Director, Finance	Manager of Finance
Other	Food Menu and Facility Cleaning	Dietary/Housekeeping Managers	Dietary/Housekeeping Managers

Instructions for IMS (EOC) Activation

EOC/IMS activation is to be activated when resources managing the incident exceed the capabilities of the Nursing Unit, Or the emergency Incident affects the entire facility. The fan-out list shall be used to notify and recall managers to duty. Each manager will use their department's fan-out list to contact relevant staff to recall them to duty. The Manager who is the incident commander will set up the EOC, and commence EOC duties.

APPENDIX (D) – Instructions for Using Emergency Voice Communication Systems (Fire Panel)

The Emergency Voice Communications systems (Fire Panels) can be used as a notification system to alert staff, residents, and tenants of emergencies pertaining to the Emergency Colour Codes used at HCH.

Both Manors have the same style and type of Fire Panel, therefore the instructions below are the same except for a minor difference with King/Peace/Grace Panels

Step 1- Upon Hearing the Fire Alarm

1. Ensure your radio is switched back to Channel #1
During Day time hours - Using the two-way radio request housekeeping staff on channel #2 and maintenance staff on channel #3 to go to Channel #1 for Emergency Information. Ensure your radio is switched back to Channel #1...make announcement.

After Hours & Weekends – Using the two-way radio notify the nursing staff, Towers Nursing, Reception and Janitor on channel #1 of the Emergency.

Nursing Staff on the 1st floor of each Manor or TNO staff for all towers to announce.
“Code Red” name of building”; floor; room x 3 times.
2. Get your emergency keys, 2way radio, and Spectralink phone, wear the orange reflective vest so that the Fire Department can identify you when they arrive.
3. Go into the Fire Panel Room (CACF Room) located in the vestibules in the Manors, or main entrance for the Towers a use keys to open the fire panel.

Step 2- Acknowledge the fire alarm



1. Press the **ACKNOWLEDGE** button.
(This will prevent the fire alarm from going to the second stage or evacuation alarm.)

Please note:

The fire alarm system will go to second stage if the **ACKNOWLEDGE** button is not pressed within 5 minutes.

Step 2- Find the exact location of the Fire Alarm from the fire panel

1. Determine fire location by looking at the green digital screen.
2. If at the bottom of this green digital screen reads "Alarms 1 of 1" use the info presently on the green digital screen as your Fire location to announce.

If at the bottom of the green digital screen it reads "Alarm 1 of 2" or "Alarm 1 of 3" push the Alarm button under the green digital screen and then push the arrow button pointing down (located on your left beside the green digital screen) until it shows "Alarm 1 of 1" this will show where the fire alarm first started. Then use the info that is NOW on the green digital screen as to where the fire alarm has been activated.

Step 3 - Making an Announcement at Faith Manor

(Using the Voice Communication System)

1. Press the **ALL CALL** button.
2. Grab the black voice communication system microphone and remove it from its hanger by sliding it upwards.
3. Press and hold the black voice communication system microphone button.
4. Wait for all speaker zone LED lights to turn on and three beeping sound before making your announcement.
(This will ensure the all speakers and amplifiers are on in all locations and you are ready to make an announcement.)
5. Read and announce the fire alarm location indicated on the green display screen. Speak slowly and clearly with 3 inches of space from your mouth to the microphone.

Make the following announcements:

Attention! Attention! Code Red has been activated at _____ (location indicated on the green display screen) X3

Keep Everyone Updated on the voice communication system and two-way radio on channel #1 every 5 minutes or when a new important information becomes available.

If the fire alarm is for an extended period.

Make the following announcements:

Attention! Attention! The Brampton Fire Department is continuing to investigate and we will keep you informed.

If the incident is a Confirmed Emergency by the Charge RN/RPN/Fire Department/Facilities Staff



1. Press the **GENERAL ALARM** button.
(This will turn the fire alarm to second stage or evacuation alarm.)
2. Make the following announcements on the voice communication system and to all staff on the two-way radio on channel #1:

The Fire alarm on the _____ floor (or area) has been confirmed as emergency. All occupants prepare for Code Green evacuation of the building. (Repeat this three times)

Ask if additional help is required for evacuating, then send help if needed using the appropriate stairway.

Examples:

If the fire is at 2 South, direct the staff to access the 2nd North Stair

If the fire is at 2 North, direct the staff to access the 2nd South Stair

3. *Make the following announcement using the emergency voice communications systems (Fire Panel). Do not use the elevators. Walk to your nearest exit and proceed down the stairs with caution. Listen for further instructions*

(For All Emergency Colour Codes Beside Code Red, please use the announcement script charts located at each fire panel)

Step 4 - Resetting the Fire Alarm System



RESET ONLY WITH THE PERMISSION OF THE FIRE DEPARTMENT

1. Wait for the permission of the Fire Department to reset the fire alarm system.
2. When the Fire Department has given the permission to reset the fire panel, ensure the red pull station has been reset or the smoke has been cleared from the smoke detector.
3. Press the silence button.
4. Press the **SYSTEM RESET**.
5. When the fire alarm at Faith Manor & Covenant is clear and the system indicates normal.

Make the following announcements to the voice communication system and then to the two-way radio:

Attention! Attention! Code Red, All Clear (Repeat three times)

If the Fire Panel Does Not Reset

SILENCE THE FIRE ALARM ONLY WITH THE PERMISSION OF THE FIRE DEPARTMENT

1. Wait for the permission of the Fire Department to silence fire alarm system.
2. Press the **Alarm Silence** button on the fire panel.
3. Call the Maintenance and ask to put the system offline and have the fire alarm contractor fix the problem.
4. Notify the Emergency Management Coordinator
5. Notify Maintenance On-Call

Step 5 - Resetting the Maglocks



(Ensure the maglocks are reset, because this affects the doors in the homes when the fire alarm is activated.)

1. Turn the Maglock key switch to the right to the RESET position until you hear a click
2. Turn the Maglock key back to the middle position.
3. Check that the maglock doors are properly reset and working by testing the doors in the front entrance doors at the home.

Step 6 - Resetting the Elevators



Resetting Elevator – Reset elevator after a fire alarm. Use the elevator keys to reset the elevators. Contact the Janitor for assistance if elevator does not reset.

APPENDIX (E) – Emergency Codes

Codes	Emergency Code Definitions
<u>RED</u>	Fire - Communicate and mobilize a response to protect residents, families, visitors, staff, physicians, and property in the event of smoke and/or fire.
<u>BLUE</u>	Medical Emergency - Provide life support and emergency care.
<u>ORANGE</u>	Community Disaster Response – Activate a response to a community disaster event.
<u>YELLOW</u>	Locate a Missing Resident – Activate a response to locate a missing resident.
<u>WHITE</u>	Workplace Violence - Activate in aggressive/assault situations
PURPLE	Workplace Violence – Activate when there is a hostage-taking situation.
SILVER	Workplace Violence – Activate in aggressive/assault situations with a weapon.
<u>BLACK</u>	Bomb Threat - Activate response to a bomb threat or the discovery of a suspicious package.
<u>BROWN</u>	Hazardous Material Spill - Identify conditions, safely isolate and/or evacuate the area, and protect others from exposure. Perform procedures to be taken in response to a minor or major spill.
<u>GREY</u>	Critical Infrastructure Failure - Activate in instances when there is a gas leak, environmental air issues e.g. smokey air, WIFI downtime, loss of Power, Loss of Water,
<u>GREEN</u>	Evacuation – horizontal, vertical, and total evacuations are activated internally or in a coordinated response effort with external emergency response partners.

APPENDIX (F) – Staff Contact List

Holland Christian Homes staff contact list will be kept confidential at all times. Only staff with a signed Confidential agreement in an active emergency will have access to this list. This list is used to conduct annual fan out tests and to call staff to duty during an emergency. This list is updated on a monthly basis and is generated from SSC with a backup in the EOC.

APPENDIX (G) – Sample Supply List for Holland Christian Homes EOC

Below is a sample list of items needed to activate the Command Center/EOC location:

Communication Equipment

- Cellular phone
- Analog phone
- Telephones: handsets, lines, switchboard
- Public address system (Fire Panel)
- Two-way radio

Electronic Equipment

- Weather radio – hand cranked or battery operated
- Fax machine
- Copy machine
- Television/Cable/Satellite Service
- Laptops/computer terminals
- Printer/scanner
- Overhead projector with screen
- Surge protectors
- Digital camera

Food and Water

- Bottled water and shelf-stable food

Reference and Resource Materials

- Vendor contact list
- Staff contact list
- Insurance Information
- External Partner contact list
- Emergency management plan
- IMS Forms/Notebooks to record EOC activities
- Business Continuity Plan
- Reference materials (blueprints, maps, facility policy and procedure manuals)

Furniture

- Tables and chairs
- Flip chart, easel & pad
- White boards and markers
- Bulletin board

Office Supplies

- Miscellaneous office supplies (i.e., staplers, staples, staple removers, envelopes of various sizes, paper clips, push pins, masking/scotch tape, pencils, pens in assorted colors, assorted rubber bands, binders, writing pads, note pads, name tags, markers)
- Batteries for equipment

Safety Equipment and Supplies

- Flashlights, headlamps & batteries
- Light sticks
- First aid kit
- Cleaning wipes
- Hand sanitizer
- Duct tape

Personal Protective Equipment (PPE)

- Face shields
- N95 respirators
- Disinfecting wipes
- Surgical masks
- Nitrile glove
- Gowns
- Boot Covers

APPENDIX (H) – Sample Vendor Contact List

The Vendor contact list is utilized when needed and is maintained by the each department manager. This information is considered confidential and will not be posted online. Template below is the template used to organize the contact list.

Vendor Name	Description	Contact Person	Phone/ Email	Contract/ Account #

APPENDIX (H) - Sample Multi-year Training and Exercise Plan

1. The purpose of this plan (sample below) is to outline Holland Christian Homes' overall training and exercise program priorities.

Frequency and Exercise	Monthly	Quarterly	Annually	Once per 3 years
Radio check training-manors	X			
Fire drills	X FM and GM	X Covenant, Peace, King (with the Manors), Providence, Hope separate quarterly	X Trinity	
Annual Vulnerable Occupancy Fire drill			X FM and GM	
Stair chair training - registered staff, night TNO PSWs, manors management			X annually per individual and demonstration during orientation	
Code seminars/huddles		X -all departments		
Code green drill manors			X	X
Test of fan out list			X	

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DO NOT REMOVE