



Emergency Preparedness Plan

Scope

Unison is committed to ensuring the health and safety of staff, clients and community members at all times. The Emergency Preparedness Plan is a comprehensive guide detailing management’s activities for the prevention, preparedness, response and recovery in an emergency situation.

The plan is supported within the organization by a number of protocols ensuring client safety, occupational health and safety, business continuity, and Pandemic Plan. The Emergency Preparedness Plan provides a framework for management and communication during an emergency situation. The plan identifies the most likely hazards that may impact Unison’s operations and its provision of services and identifies the activities required to mitigate and respond to the risks.

The Emergency Preparedness Plan is designed for a systems emergency, whether that is a simple systems event or a complex systems event. It does not replace or override other protocols that deal with immediate emergencies that require an urgent response such as

- Emergency Evacuation Protocol – for Fires or Bomb Threats
- Serious Accidents/Medical Emergencies
- Lockdown Protocols
- Critical Incident Protocol

Unison’s Emergency Preparedness Plan is part of an integrated health system response in the TCLHIN. It will be utilized should the TCLHIN determine that there is a systems emergency that requires Unison’s resources. If the systems emergency is an Influenza Pandemic, the Unison Influenza Pandemic Plan will take precedence over the Emergency Preparedness Plan.

Definitions

Complex System Event: a complex event has significant impact on surrounding health resources. Local Health facilities have significantly decreased capacity to acquire or share resources with agencies in need.

Disaster privileging: The act of providing access to health human resource compliments that may need to work at an alternate site to provide care. In an emergency requiring evacuation, it is highly likely that healthcare workers will be working at alternate sites or facilities.

Emergency incident: a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.

Emergency plan: A plan developed and maintained to direct an organization's external and/or internal response to an emergency.

Hazard: a phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption or environmental damage. These may include natural technological or human-caused incidents or some combination of these.

Hazard Impact Risk Analysis (HIRA): a tool used to identify which hazards may impact an organization's ability to respond. The results of the HIRA guide the Emergency Management planning process.

HSP: Health Service Provider

Incident Command/Commander (IC): The entity/individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority for conducting incident operations and is responsible for the management of all incident operations.

Incident management system (IMS): A standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The IMS is predicated on the understanding that in any and every incident there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

Risk assessment: a measure of the probability and severity of an adverse effect to health, property, or the environment.

Simple systems event: A simple system event has minimal impact on surrounding health resources. HSPs are able to manage resources within their own organization or with other organizations often with pre-determined agreements for sharing resources during a disaster.

1. INTRODUCTION

Unison's five sites are located in the City of Toronto and are part of the Toronto Central LHIN. The Toronto Central LHIN serves a population of the greatest diversity in the province, a region that is a hub for global travel, has a highly concentrated/dense population and a high proportion of vulnerable populations.

Who makes up the clients in the TC LHIN:

- 41% immigrants
- 170 languages and dialects
- Toronto has one of the largest Aboriginal population in Canada
- 2.2% Francophone
- 32.6% of residents are aged 65 and older
- Seniors will account for 14.8% of the LHIN's population by 2016
- Just over 25% is low income
- 5000 homeless; 30% of homeless in Ontario
- Largest LGBT community
- It is also a region that has experienced the highest number of health related emergency events, such as SARS and the H1N1 Pandemic. It has also been the location of other emergency events such as the 2003 Northeast Blackout, 2008 Sunrise Propane Explosion, June 2010 G20 Summit, September 2010 Wellesley Fire.

As an HSP in the region with multiple sites, Unison must take these factors into account when planning for emergency preparedness. Management must be prepared to act in a TC-LHIN wide emergency as well as emergency incident on site.

2. HAZARD IDENTIFICATION (HAZARD IMPACT RISK ANALYSIS)

Effective emergency preparedness plans require a clear identification of:

- Factors that may contribute to emergencies
- Types of potential emergencies
- Consequences of emergencies
- Risk assessment

The hazards identified are the most likely to pose a risk to Unison maintaining health and social services at its normal operating capacity. They could result in either a simple event, affecting Unison only, or be part of a more complex event, involving the larger community or city or province.

The list contains standard categories of hazards including Natural, Technological, Human-caused and System hazards.

To determine potential hazards, Unison reviewed the hazards as identified in the TC LHIN Integrated Health System emergency Response Plan; recent events such as the Ice Storm 2013; and analysis of capacity.

In order to determine the level of risk, Unison considered the following factors:

- From past experience, were we prepared and was the preparedness adequate?
- What was the impact on operations and services?
- What was the impact on human resources and materials?
- How predictable is the event? Is there sufficient time to prepare in advance? (Lower risk)
- Can the event trigger multiple emergencies? (Higher risk)

UNISON HIRA EVALUATION

Type	Hazard	Frequency	Severity	Risk
Natural	Earthquake	1	1	1
	Extreme Temperature-Cold	5	2	10
	Extreme Temperature-Heat	5	3.5	17.5
	Flood	3	1	3
	Extreme Storms	3	3	9
Technological	Critical infrastructure failure (Telephone, internet, cell phone)	2	3	6
	Loss of Water supply	1	4	4
	Loss of energy supply	6	4	24
	Fire	1	2	2
Human-caused	Violence/Civil Disturbance	3	2	6
	Pandemic	2	5	10
	Major Transit	3	3	12

All of the above risks were identified as occurrences that could require an emergency response.

Many were deemed low risk because

- a high impact occurrence of the risk was thought to be rare (ex: Extreme cold, while inconvenient, would not likely have an impact on Unison’s ability to provide services)
- the likelihood of the event taking place was rare (ex: Earthquake)
- the incident could be dealt with through normal business practices (ex: Critical infrastructure failure)
- ability to predict and plan in advance

As an HSP, although the risk of a Pandemic is low, it would have an enormous impact on our organization. For this reason, a separate Influenza Pandemic Plan has been developed and will be activated in the event a Pandemic is declared.

Two hazards were identified as being high risk for Unison – extreme temperature - heat and loss of energy supply (power outage). High temperatures carry with them increased health risks and therefore would put a demand on Unison’s services. Higher temperatures increase demands on infrastructure that can lead to brownouts or blackouts.

Power outages occur occasionally but with the Ice Storm of December 2013, Unison and the city experienced an extended period without electricity. Whereas, Unison has the protocol and capacity to deal with short term power outages, the length and breadth of the power outage had far greater impact than was predicted. Based on that experience, a loss of energy was seen as a hazard that had a high chance of occurring with significant consequences.

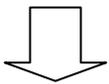
3. SYSTEM COORDINATION AND ROLES

As an HSP, Unison is required to have the following:

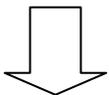
- Emergency Preparedness plans in place
- IMS structures/emergency contacts in place
- Understand when to trigger contact with TC LHIN and Ministry Emergency Management Branch

Emergency Response Actions: HSP Provider Coordination

Emergency Incident Occurs

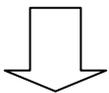


- Unison (HSP) activates organization’s internal emergency response plan
- Informs TC LHIN.



If the event is a SYSTEMS EVENT:

- Informs MOHLTC EMB Healthcare Service Provider Hotline (1-866-212-2272)



- TC LHIN, City of Toronto and EMB to communicate in support of event.

Unison determines whether or not an event is an emergency and whether to activate the response plan. When communicating with the TC LHIN, it is to make them aware of the current situation and the

implications of the event on the organization and service provision. If Unison believes the event has system impacts, the MOHLTC EMB Hotline must be contacted as well as the TC LHIN.

In a simple system event, TC LHIN receives notifications and communications and uses the information to anticipate risks and potential threats to health care system capacity. The LHIN will also issue communications to HSPs to provide updates, support and direction as necessary.

In a complex system event, the TC LHIN will engage external partners for assistance with resource management related to health human resources, supplies or equipment. This may include accessing cross-LHIN, provincial, federal, non-government agency support to acquire/reallocate resources. In addition, the TC LHIN will support surge and capacity planning activities including accelerated discharge planning to help free up essential capacity needed to manage the emergency event. Communications and coordination with such organizations is supported by the TC LHIN.

Role of Unison in emergency response:

Simple Systems event (example: fire; temporary HR shortage or service closures)

- Manages and leads the emergency response

Complex Systems Event (example: organizational evacuations; major incidents in Toronto; mass casualty)

- Works in partnership with TC LHIN and other HSPs to respond to the event.

Provincial event (example: Pandemic, widespread power outage, major industrial explosions)

- Works in partnership with TC LHIN, Ministry and other HSPs to respond to event.

Unison Incident Management System

An Incident Management System (IMS) is an effective tool for emergency management and can be scaled to respond to any incident. The functions of the IMS are:

- Maintain an overview of the situation in order to facilitate action
- Co-ordinate with other organizations as required
- Act as information contact for staff, clients and partners
- Receive regular status reports from staff
- Maintain a log of major decisions and actions
- Establish regular meetings to assess situation and determine plan of action
- Direct resources as required to meet the demands of the emergency

Structure and Roles of the IMS

Incident Commander: responsible for the overall management of the incident, including the establishment of incident objectives/strategies and the overall coordination of incident activities. The incident commander will determine which roles are required to support the incident, and assigns persons to these roles.

Liaison Officer: is the primary contact with responding partners and advises the incident commander of issues related to outside assistance and support.

Information Officer: responsible for the development and release of approved emergency information, including all updates to staff and the public via numerous mechanisms. If required, this person would also be responsible for the preparation and distribution of media releases.

Logistics: provides detailed knowledge of programs, clients and staff on site. Advises Incident Commander of site resources available as well as identifies key actions that must be taken to ensure clients are protected and appropriate protocols are followed. The logistics officer identifies potential gaps in services.

Facilities/Finance: identifies the risks and the resources available to respond to the emergency event.

Occupational Health and Safety: Both management and staff representation from Health and Safety committee to ensure the safety of staff/volunteers while working across organizations, including Workplace Safety and Insurance Board coverage.

In all cases, one person may take on multiple roles when efficient to do so. Individuals in roles may assign specific tasks to staff so that the emergency plan is implemented.

There is no pre-determination of which staff would play specific roles as the nature and timing of the emergency may require different individuals to act in different capacities. While it is most likely that either the CEO or the Sr. Director of Operations would be the Incident Commander, it is possible that an event that occurs at a single site may require the site manager or someone else to act as Incident Commander.

Resource Management

Resource management should be flexible and scalable in order to support any incident and adaptable to changes. Resources management should be conducted on a continual basis to ensure that resources are ready to be mobilized when called to an incident.

As part of the IMS, the Facilities/Finance and Logistics individuals will work together to manage the resources during an emergency incident. They will be responsible for the following activities:

- Identify requirements
- Acquire resources

- Mobilize resources
- Track and report

In this context resources can refer to supplies and equipment, facilities, and human resources.

Human Resources

There is potential that as a part of a Unison or wider TC-LHIN emergency response, human professionals may have to be deployed to other Unison sites or to other organizations. In this case, Unison will have to develop a Disaster Privileging Process. This process would address issues of compensation, legal liability and insurance coverage.

Disaster Privileging is the act of providing access to new or temporary health human resources that may be deployed as the situation warrants (e.g. to an alternate site/organization than their usual employment to provide service. In order to for this to occur, Unison will undertake the following process:

1. Identification process: identify and record the names of specific medical clinical or support staff and match available skills to the needs of the emergency response.
2. Credentialing process: ensure individuals who travel across organizations are capable of performing the duties and tasks that are required of them during an emergency situation.
3. Occupational Health and Safety Protocol: ensure the safety of staff/volunteers while working across organizations, including Workplace Safety and Insurance Board coverage.

The College of Nurses of Ontario and the College of Physicians and Surgeons of Ontario has special designations that allow practitioners to practice in times of emergency. These are established during license registration and renewal.

Supplies, Equipment and Facilities

In preparation for an emergency, Unison will identify key supplies and equipment that are critical in order to continue to provide services during an emergency.

The list will provide:

- The quantity and type of items likely to be useful (by type of emergency).
- An estimate of how quickly the equipment and/or supply can be accessed and made functional.
- What items are especially scarce and critical during an emergency.

In response to an emergency, Unison will conduct an inventory of supplies requested/needed in order to determine the following:

- Quantity and type of items available to share or use.
- How quickly are items required
- Length of time the items may be required
- Locations where items are to be returned or delivered.

4. COMMUNICATIONS

The goal of the communications plan is to enable Unison to disseminate information to educate, inform or reassure the public, staff, clients and partners that the emergency situation is being managed and to provide guidance on what actions they may need to take, if any.

In order to be prepared for an emergency, the Sr. Director of Primary Care/Sr. Director of Operations will ensure that necessary alerts are received and monitored by Unison.

In the event of an emergency, an IMS response will be activated and the extent of the communications will be determined by the Incident Commander and will be implemented by the Information Officer. Appendix 2 contains an Emergency Communications Template that may assist the Information Officer.

The Information Officer will:

- Compose internal and external communications to manage and support incident.
- Access and track standard notifications available from Provincial, MOHLTC, Municipal and TC LHIN sources.
- Monitor public information including web sites, news media and social media.

The following is a list of sources of information to HSP's in the event of a systems emergency:

- Ministry of Health and Long-Term Care – Emergency Management Branch: The IHN (Important Health Notice) is the main tool used to communicate information regarding an emergency to providers.
- City of Toronto – Uses an internal notifications protocol according to the severity of the incident. A rating system of Level 0 (normal operations) to Level 3 (Emergency incident) is used to determine the protocol for notification. If the incident is rated Level 2 or 3, the Office of Emergency Management (OEM) is notified, as well as other City of Toronto divisions. The City of Toronto utilizes an IMS structure. The incident commander may direct city divisions to communicate with key groups, such as HSPs.
- Toronto Public Health – TPH sends alerts out by fax and/or email to all healthcare facilities and physicians on emergency and emergent issues such as infectious diseases and heat. In addition, TPH provides weekly influenza bulletins during the influenza season.

- TC LHIN – In the event of a systems event, the TC LHIN will communicate with HSP’s to clarify roles and responsibilities; provide accurate information regarding the incident and proposed plans; and address any concerns in a timely manner. It will use e mail, phone communications, shared and secure website information.
- Environment Canada storm alerts
- Ministry of Natural Resource flood warnings
- Unison Emergency Contact List (Appendix 1)

Staff Communication with Unison

Unison will provide multiple options for staff to be updated about operations, closures and tasks related to a pandemic. This may include any or all of the following:

- The organization will implement an automated phone system to alert staff via their personal phone of any change in scheduling or hours of operation, including closure.
- Managers will maintain a staff contact list with a copy to a back- up manager in case of the need for a contingency plan. The list will be held in a secure location at the residence of the manager, in print AND electronic format.
- Staff may access the agency intranet from any location to access updated information relevant to their work that will include announcements as well as documents, as required.
- Staff are asked to check the Emergency Voice Mail numbers for updated information on the status of Unison’s programs and other critical information.
- If feasible, other options will be available for receiving information on the status of Unison and its sites during an emergency which may include website, Facebook or other media.

Emergency Voice Mail Numbers by Site	
416-787-1676 ext. 200	Lawrence Heights Site
416-653-5454 ext. 1221	Keele-Rogers Site
416-645-7575 ext. 2450	Jane-Trethewey Site
647-342-7687 ext. 525	Bathurst-Finch Site
416-787-6800 ext. 245	Pathways Site

Supervising staff are responsible for ensuring that students/volunteers have access to all of the communication information that they require.

Unison Communication with Community Partners

Updated information will be provided by the Incident Commander to the Liaison Officer to disseminate to community partners.

5. EXTREME WEATHER

Extreme Weather Hazards and Effects

Summer

- Severe Thunderstorms
- Severe and damaging Hail
- Tornadoes
- Hurricanes/Tropical Storms
- Extreme and prolonged heat
- Drought

Effects

- Heat stroke
- Flooding
- Forest Fires
- Building/infrastructure damage/collapse
- Power outages
- Impact on human Resources
- Water shortages

Winter

- Blizzards
- Severe Snow Storms
- Severe Ice Storms
- Extreme and prolonged cold

Effects

- Hypothermia
- Flooding
- Building/infrastructure damage/collapse
- Major traffic disruptions
- Power outages
- Impact on Human Resources

In order to be prepared by an emergency as a result of extreme weather, Unison is required to do the following:

- Understand the types of warnings and alerts issued by Environment Canada, Ministry of Natural Resources and Toronto Public Health.
- Develop key initiatives and priorities to aid Unison to becoming better climate prepared.
- Ensure that clients are informed of the risks and given information on how to prepare and develop their own readiness for extreme weather and maintaining supplies.
- Develop emergency plans for clients at risk vulnerable during extreme weather.
- Be familiar with the City of Toronto's "Hot Weather Response Plan" and the roles of community partners.
- Be familiar and communicate to clients the availability and accessibility of cooling services such as Cooling Centres, Public Libraries and Swimming Pools.
- Provide education and training to staff regarding extreme heat and emergency preparedness.

- Ensure facilities and infrastructure are maintained and serviced appropriately (refer to the Facilities and Equipment maintenance chart).
- Maintain emergency sources of electricity for key activities.

In the event that inclement weather will potentially impact client services, demand on health services and staff ability to report to work, Unison's IMS structure will be activated

An emergency based on extreme weather can be triggered by one or more of the following:

- Environment Canada Warnings or Extreme Cold Alert
- Toronto Public Health Heat Alert and Extreme Heat alert
- City of Toronto Extreme Cold Alert
- Ministry of Natural Resources local flood messages
- Factors in determining the decision will be the proximity, duration and impact of the warnings on clients and staff.
- Unison emergency plans can also be triggered by a complex system event whereby the TC-LHIN has requested the support of the HSPs.

6. LOSS OF ENERGY (POWER OUTAGE)

Modern infrastructure is heavily dependent on electricity to function. The loss of electricity for a prolonged period can have serious consequences to Unison's ability to provide health and social services to clients. The potential effects of a power outage may include:

- Loss of electronic data input from information systems including patient records
- Potential medication spoilage due to lack of refrigeration
- Lack of sewage and waste disposal
- Heat/Cold-related health effects due to loss of HVAC functionality
- Potential increase in pest populations due to increased amount of discarded perishables.
- Loss of water supply for sinks/toilet/plumbing that are electrically dependent.
- Loss of health services due to dependency on electricity for facilities and a healthy and safe work environment.

Prevention and Mitigation

- To ensure that electronic data including patient records remain intact please refer to the:
 - ECR Business Continuity Protocol for Providers and Admin Workers
 - Business Continuity Disaster Recovery/Back-up Protocol.
- Lawrence Heights has an alternate source of power (generator) to ensure that IT systems continue to function and provide the required resources to all sites.
- Essential IT hardware are equipped with a UPS to ensure a short term supply of power until an alternative is found or the servers have been powered down properly.
- All refrigerators storing vaccines and medication are equipped with UPS battery systems to maintain temperature for at least a 24 hr. period.

- All sites are equipped with an analog phone.

Response

Please refer to the **Power Outage Checklist**, Occupational Health and Safety Protocols, 7.3 to 7.3.10. In the event of a power outage, the Sr. Director of Operations and Facilities manager will follow the protocol.

If the power remains off by 5 pm and there is no clear indication from Toronto Hydro that power will be restored during the evening, then the IMS is activated.

7. VULNERABLE POPULATIONS

The City of Toronto developed a Vulnerable Populations Protocol as a result of the City of Toronto Ombudsman recommendations after the Wellesley Fire. The VPP provides a community response to emergencies. As Unison offers social and community services as well as health services, we are obligated to work with the City of Toronto and TC-LHIN in the event that an emergency incident impacts vulnerable populations.

The City of Toronto's Protocol, Vulnerable Populations, defines vulnerable populations as "those who experience physical limitations, cognitive impairments, mental health issues, substance use issues, intellectual or developmental disability and learning disabilities." In an emergency, vulnerable individuals may be "evacuees who are not able to access emergency services due to one or more following barriers: communication, medical, mobility, supervision, or transportation."

For the purpose of emergency preparedness planning, Unison will maintain and keep updated lists of those clients who are considered most vulnerable, and are a high priority for outreach given their marginalization or inability to comprehend or possibly to follow through with directions related to a systems emergency. Each program will compile a list, to be updated on a regular basis by a designated staff person and will be stored on the organization's S drive. Managers will also maintain hard copies of the lists.

In the event of a simple system event, Unison may be called upon by EMS staff to:

- Provide information on clients who have been identified as vulnerable
- Redirect staff to the emergency site to provide care
- Provide information on resources available to work at the emergency site including counseling and community support.
- Provide information on Unison's organizational capacity to provide care to evacuees.

In the event of a complex system event, Unison may be required to:

- Deploy staff to participate in an emergency response in the community providing medical assessments, medication prescriptions, and triage.

8. SUSTAINABILITY

Unison's Emergency Preparedness Plan will be reviewed at least annually by the Senior Leadership Team and the Joint Occupational Health and Safety Committee.

If, at any time, whether as a result of an emergency or new information or best practice, the plan can be reviewed and amended.

It will be the responsibility of the CEO and Sr. Director of Operations to have an understanding of the following:

- TC LHIN Integrated Health System Emergency Response plan
- MOHLTC Emergency Response Plan
- City of Toronto Emergency Management Plans
- City of Toronto OSF and Risk Management Plans

The Sr. Director of Operations will be responsible for maintaining the Emergency Contact List which will include key contacts for the TC-LHIN, MOHLTC and the City of Toronto.

Key staff will participate in TC -LHIN wide emergency preparedness drills.

Appendix 1

Unison Health and Community Services Emergency Phone List

Emergency Voice Mail Numbers by Site

Lawrence Heights	416-787-1676 ext. 200
Keele Rogers	416-653-5454 ext. 1221
Jane Trethewey	416-645-7575 ext. 2450
Bathurst Finch	647-342-7687 ext. 525
Pathways	416-787-6800 ext. 245

Manager on Call

Facilities	416-272-5916
Operations	416-409-7309

Medical

Ambulance	911
Toronto Emergency Medical Service (EMS)	416-392-2000
Ministry of Labour- Occupational Health and Safety Contact Centre	1-877-202-0008
Ontario Poison Centre	416-813-5900
Toronto Public Health	416-338-7600

Fire

Toronto Fire Services (Emergency)	911
Toronto Fire Services (North Command) Prevention Districts	416-338-9150
Toronto Fire Services (North Command) Mechanical Division	416-338-9202

Security

Toronto Police (Emergency)	911
Toronto Police (Non-Emergency Line)	416-808-2222
Toronto Police- Telecommunications Device for the Deaf (Emergency)	911, press the space bar repeatedly
Toronto Police- Telecommunications Device for the Deaf (Non- Emergency)	416-467-0493

Utilities

Enbridge (Natural Gas Emergencies)	1-866-763-5427
Enbridge (Natural Gas General Inquiries)	1-877-362-7434
Toronto Hydro (Emergency or Power Outage)	416-542-8000, Press 1
Toronto Hydro Toronto Head Office	416-542-3100
Toronto Water (Water Emergencies)	311

Environmental

Life Labs	1-877-849-3637
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Ministry of the Environment	416-325-4000
Ministry of the Environment-Telecommunications Device for the Deaf	416-326-9236
Ministry of the Environment- Report a Spill	416-325-3000
Ministry of Environment- Public Information Centre	1-800-565-4923
Office of Emergency Management Toronto	416-392-4554
Stericycle Inc.	1-866-836-6660
Waste Management Systems	1-800-267-7874

Appendix 2

Emergency Communications Template

Action	Date/Time	Assigned to	Time Completed	Notes
Following onset of incident, an Information Officer (IO) is assigned by the CEO or SLT - the IO lead will be a member of the SLT or a member of the Management team as directed by SLT.				
IO will cannot and assign leads at each site				
IO team meets (as determined by emergency) to assess situation, develop approach and strategies				
IO meets (as determined by emergency) with senior management to determine the response and message				
IO prepares initial internal and external communications – these are determined by available technology and type of incident				
Messages and strategy reviewed and approved by senior management				
IO team and spokesperson deliver initial internal and external messages				
IO team updates Unison website with information on the emergency, if available				
IO team coordinates meetings with media and delivers approved messages				

IO team obtains regular status reports from BC team and other teams				
IO team prepares and distributes status reports regularly on the situation				
IO team prepares and delivers regular updates to stakeholders, government agencies and other relevant entities				
IO team prepares and delivers messages on resolution of the emergency				
IO team provides ongoing updates to internal and external parties as the situation is resolved				
IO team is advised by senior management that the emergency is over				
IO team stands down once the emergency has been resolved				
IO team prepares and issues post-event reports as needed to internal and external parties				
IO team conducts post-event review of and revision to the IO process				

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