

Policy Title:	Emergency Management		
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Approved by:	<input type="checkbox"/> Board	<input checked="" type="checkbox"/> President	
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1 POLICY

CMCC has developed an emergency management program founded on a framework of safety first through its emergency preparedness, response, mitigation and recovery processes.

1. CMCC will:
 - a. Proactively identify, assess, mitigate and monitor threats on an ongoing basis and develop, implement, test, maintain, evaluate and improve its emergency management program to manage hazards: natural, human-caused and technological emergencies and disasters.
 - b. Establish an Incident Management System (IMS).
 - c. Develop and maintain robust Emergency Response Procedures which are readily available to faculty, staff and students.
 - d. Provide annual training awareness and testing of its Emergency Response Procedures with its staff, faculty and students.
 - e. Develop and maintain robust Emergency Response Plans to be followed by key responders.
 - f. Deliver clear emergency messaging to the CMCC community should an emergency or disaster occur.
 - g. Conduct follow-up reviews and/or perform incident investigations in the aftermath of an emergency or disaster.
2. CMCC staff, faculty and students will ensure they are aware of and respond in accordance with the CMCC Emergency Response Procedures, as required.
3. CMCC staff, faculty and students operating in an external location not operated by CMCC (e.g. external clinic, off site research, clinical or learning environments) will familiarize themselves and adhere to the emergency policies and procedures in place at that location.

2 PURPOSE

To provide a framework for the management of emergencies, which sets forth the authority and responsibilities for institutional preparedness, prevention/mitigation, response, and recovery from all-hazards emergencies.

3 SCOPE

All employees, students, contractors and visitors including patients.

4 INFORMATION AND COMPLIANCE PLANS (not a comprehensive list)

CMCC considers emergency management planning and programming fundamental to life safety and physical security. Emergency management supports and contributes to the achievement of CMCC's strategic and operational goals and objectives.

CMCC has embedded emergency management guiding principles, its emergency management framework, and key concepts from best practices in the field to develop this policy. (*Attachment - Appendix A*)

- Occupational Health and Safety Act, R.S.O. 1990, c. O.1

5 RELATED POLICIES (not a comprehensive list)

- Enterprise Risk Management
- Business Continuity Plan (when developed)

6 DEFINITIONS

Emergency is a situation or 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 incident or an act whether intentional or otherwise. Emergencies are serious, unexpected and often dangerous situations caused by an "event", possibly stemming from a hazard and requiring immediate action. Emergency categories include: 1) natural, 2) human caused, and 3) technological.

Emergency Management is the coordinated process for mitigating against, preparing for, responding to and recovering from an emergency.

The Emergency Management Committee sets policy direction for emergency management planning, mitigation, preparedness, emergency response, recovery, and business continuity.

Emergency Response Plans are hazard specific operating procedures for response, mitigation and recovery for emergencies and disasters. The plans are derived from best practices that have been developed and are designed to limit the loss of life, personal injury and property damage. They are activated when an emergency or disaster is imminent and as the event occurs.

Emergency Response Procedures are directions on how to react when an emergency or disaster occurs.

Hazards are the potential for a natural or human-caused event to occur with negative consequences. A hazard can cause or become an emergency in the event that those events actually occur.

The Incident Management System (IMS) is a standardized approach which includes a set of personnel, policies, procedures, facilities and equipment making up an integrated organizational structure (within CMCC) to manage emergency operations, preparedness and response. The Emergency Management Committee is responsible for governing over the IMS. (Further information on the IMS is provided in *Attachment - Appendix B.*)

Mitigation is actions, activities and standard operating procedures taken to eliminate or reduce emergencies and their impacts.

Preparedness is measures undertaken in advance to ensure that individuals and CMCC will be ready to react, by developing emergency plans, resources, training, exercises and emergency technologies and communication systems.

Recovery is actions, activities and standard operating procedures to restore CMCC to as close to pre-disaster state as possible.

Response encompasses the activities that address the direct effects of an incident and are designed to limit the loss of life, personal injury and property damage. Response begins when an emergency is imminent and as the event occurs.

<p>New Policy Approved (date): June 21, 2018 Policy Revision History (dates):</p>

-----**END OF POLICY**-----

7 PROCEDURES

1. If a CMCC employee, student, contractor, visitor or patient becomes aware of an emergency, that person should immediately call 911 (CMCC employees and students may use the *CMCC Safe App* available on your mobile device) to call "Security" and report all pertinent information.
2. CMCC Security will immediately notify the Emergency Manager. The Emergency Manager, on the basis of the available information, assesses the situation in consultation with the Executive Leadership Team to the extent it is practical. This risk assessment may be done unilaterally if urgent and the threat is imminent and people and/or property are in danger, but preferably in consultation with the President or Vice President, Administration and Finance.
3. The Emergency Manager activates CMCC's IMS, mobilizing IMS personnel to assemble and to activate the applicable Emergency Response Plan(s) to mitigate and recover from the emergency or disaster.

Using the *CMCC Safe App* and other means, the Emergency Manager and IMS personnel will send out messaging and notifications about Emergency Response Procedures

New Procedure Approved (date):

June 21, 2018

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8 ATTACHMENTS

1. Attachment A
2. Attachment B

Emergency Management Guiding Principles, Framework and Key Concepts

CMCC's strategic goals and outcomes will be realizable through the deployment of a sound emergency management program based on the following guiding principles, framework and key concepts.

Guiding Principles for Emergency Management

The foundation for a best practice emergency management program includes the following components:

1. adoption of best practice emergency management principles and concepts for safety and security;
2. development and implementation of emergency management programming through designated emergency management leadership and regular planning to institute best practices;
3. proactive identification, prevention, response, management, mitigation and recovery for all hazards and risks;
4. establishment of emergency management operations including an Incident Management System (IMS);
5. ongoing risk assessment of the current state of the emergency program and processes and continuous quality improvement with support from the IMS team; and
6. consultation to garner feedback and participation on emergency programming from CMCC constituents, and organize for constituent training and practice of emergency drills and mock disasters.

Emergency Management Framework

The Executive Leadership Team is responsible for overseeing the Emergency Management Framework. The Emergency Management Framework outlines the processes by which CMCC will assure that its emergency programming is fully integrated within operations and meets best practices. This framework involves:

1. adopting of a risk-based approach to emergency management;
2. programming for emergencies that includes all-hazards;
3. establishing an IMS structure, team, roles and responsibilities to identify and prevent, respond to, manage, mitigate and recover from emergencies;
4. developing emergency management prevention information and communications including emergency resources, training of constituents and holding of practice drills;
5. implementing "CMCC Safe", an App which enables CMCC to provide emergency alerts, communications, instructions, actions and resources for individuals to access in advance and in the event of an emergency; and
6. continuous and ongoing testing of the robustness of emergency management programming and the resilience of CMCC.

CMCC will embed its guiding principles and framework for emergency programming into its day to day operations.

Key Concepts

1. Risk-based Approach

CMCC takes a proactive and systematic risk-based approach to emergency management. This approach emphasizes the importance of assessing vulnerability to all hazards in order to determine the optimal balance and integration of measures to address vulnerabilities and risks. The presence of a hazard or a threat that is related to a vulnerability constitutes a risk. Enterprise risk management practices facilitate improved decision-making by clarifying the dimensions of risk, including its causes, likelihood of occurrence and possible severity of consequences placing greater emphasis on risk reduction measures to prevent emergencies from occurring in the first place. Undertaking prevention and mitigation actions well in advance of hazards and emergencies reduces vulnerability and increases resiliency.

CMCC will develop robust Emergency Response Plans and Procedures to fulfill all essential components of emergency planning, prevention, mitigation, response, continuity and recovery.

2. All-Hazards Emergency Management

CMCC's emergency management program adopts an all-hazards approach dedicated to the life safety and physical security within its community. By addressing vulnerabilities exposed by both natural (including disasters) and human-induced hazards, the all-hazards approach increases efficiency by recognizing and integrating common emergency management elements across all hazard types, and then supplementing these common elements with hazard specific sub-components to fill gaps only as required.

Hazards are sources of potential harm or loss. Emergencies result when a hazard interacts with a vulnerability to produce serious and adverse consequence. Natural hazards that are relevant to emergency management include extreme natural events such as floods, hurricanes, storm surges, tsunamis, avalanches, landslides, tornadoes, wild-land urban-interface forest fires and earthquakes.

Human-induced emergencies include intentional events that encompass part of the spectrum of human conflict, such as terrorist or cyber attacks. They also include electrical power outages or other disruptions to a critical infrastructure sector (for example, finance, water supply and telecommunications) that result from a human or technological accident or failure, caused by human error, system failures or a combination of the two. In addition, biological hazards, for example animal or human health diseases that risk causing a pandemic influenza.

Incident Management System (IMS)

CMCC will implement the internationally recognized Incident Management System (IMS) standardized approach for emergency management and preparedness.

CMCC has established an IMS structure to respond to, manage, mitigate and recover from an emergency. An IMS is comprised of a set of personnel, policies, procedures, facilities and equipment making up an integrated organizational structure (within CMCC) to manage emergency operations, preparedness and response. The IMS includes the following roles and responsibilities, also indicated in the diagram below.

Executive Leadership Team

- supports the IMS, including allocation of resources to improve and enhance life safety and security, and
- provides guidance and recommendations to the IMS team

Emergency Manager (external first responders may use the term Incident Commander)

- introduces and ensures best practices in CMCC's emergency management programming and preparedness;
- leads the command over the IMS structure and functions and coordinating the activities for the IMS
- provides ongoing oversight of the Emergency Management Program
- develops and implements the Emergency Response Plan in an emergency
- supports investigations related to Incident Reports and incidents and events and making recommendations for improvements
- ensures that appropriate formal training in emergency management is completed as required; and
- initiates and coordinates an annual emergency exercise or simulation

Communications and Information Officer

- establishes effective emergency communications systems, and
- prepares and manages all communications and messaging (internal and external)

Operations Officer

- manages all aspects of security and facilities resources, and
- facilitates support, as required, to assist with emergency operations and activities from subject matter experts, in the following areas :
 - health and safety
 - student life
 - clinic, and
 - other expertise as required

Planning Officer

- supports the Emergency Manager role and functions
- responds, mitigating and recovering from emergency status, and
- assists with the Emergency Response Plan

Logistics Officer

- manages requests for supplies, personnel, materials, etc. (including external resources)

Finance and Administrative Officer

- manages all financial resource aspects of emergencies

Scribe

- assists with tasks of the IMS team, and
- records activities and decisions of the IMS



INCIDENT MANAGEMENT SYSTEM

