

THE
FACULTY OF HEALTH SCIENCES
CRISIS RESPONSE PLAN



2017

***The Faculty of Health Sciences Crisis Response Plan
(ANNEX Y to the McMaster University Crisis Response Plan)
December 2011***

Executive Summary

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**The McMaster University
Faculty of Health Sciences
Crisis Response Plan**

Executive Summary

The McMaster University Faculty of Health Sciences Crisis Response Plan (FHS CRP) is an Operational Annex of the McMaster University Crisis Response Plan, (ANNEX Y). The Plan is an “all hazards” mitigation approach to any potential crisis affecting the McMaster community including major incidents occurring off campus, which involves students, staff or faculty while engaged in University approved activities. The Plan is primarily concerned with protecting the students, faculty and staff. The Plan is equally applicable to all types of emergencies. The Plan will coordinate all resources of the Faculty of Health Sciences in a systematic and appropriate response with resources from the University and host institutions.

The aim of the FHS CRP is to serve as a guideline for the coordinated and functionally integrated FHS crisis response under the overall direction of the Dean & Vice-President, FHS, or designated alternate, as Chair of the FHS CRP.

A “Crisis” may be defined as a situation, or the threat of an impending situation, which abnormally affects the lives, health, safety and property of the members of the University community, or which may be expected to adversely impact the operation, reputation or normal activities of the FHS and the University.

The major components of the FHS CRP include:

- *The Crisis Plan* – the general document which sets out the concept, functions and overall coordinating instructions for users of the plan;
- *The Operational Annexes* – the individual departmental crisis plans for the separate functional areas of The Faculty of Health Sciences, including contracted services, i.e.; Hamilton Health Sciences, Engineering and Housekeeping, etc.; and,

- *Supporting Appendices* – the specific implementation tools for each Annex.

The FHS CRP is a subordinate document of the University Crisis Response Plan. When approved by the University's Crisis Management Group (UCMG), it then becomes an integral part of the master plan and derives its authority from the primary document in all respects. Individual areas of the Faculty of Health Sciences may use the separate annexes to support their own functional activities at any time. Activation and implementation of the overall Faculty of Health Sciences Crisis Response Plan rests with the Dean and Vice-President, FHS.

While the FHS CRP has been developed for use by and for the University, it may operate in support of any local municipal emergency plan if the University so directs.

**THE MCMASTER UNIVERSITY
FACULTY OF HEALTH SCIENCES
CRISIS RESPONSE PLAN**

1. Introduction

- 1.1. The McMaster University Faculty of Health Sciences Crisis Response Plan (FHS CRP)** is an Operational Annex, (Annex Y), of the McMaster University Crisis Response Plan. The Plan is an “all hazards” mitigation approach to any potential crisis affecting the McMaster community but is primarily concerned with protecting the students, faculty and staff. The Plan will coordinate all resources of The Faculty of Health Sciences in a systematic and appropriate response to a crisis in the University or a host institution.

2. Aim

- 2.1. The aim of The Faculty of Health Sciences Crisis Response Plan is to serve as a guideline for the coordinated and functionally integrated Faculty of Health Sciences crisis response under the overall direction of the Dean and Vice-President, Faculty of Health Sciences.

3. Definition

- 3.1. A “**Crisis**” may be defined as a situation, or the threat of an impending situation, which abnormally affects the lives, health, safety and property of the members of the University Community or which may be expected to adversely impact the operation, reputation or normal activities of the University.
- 3.2. Each member of the FHS CMT has a “**Designated Alternate**” who may serve in place of the primary member in the case of absence or illness. Alternates have all the decision-making authority and accept all the responsibility of the primary member they are replacing. In all cases where reference is made to the primary

member, it is deemed that a designated alternate has been appointed within this plan

4. Legal Authority

- 4.1. The Faculty of Health Sciences Crisis Response Plan is a subordinate document of The McMaster University Crisis Response Plan. When approved by The Faculty of Health Sciences Crisis Management Team, (FHS CMT), and The University Crisis Management Group, (UCMG), it becomes an integral part of the master plan and derives its authority from the primary document in all respects.

5. Liability

- 5.1. Members of the Faculty of Health Sciences, Crisis Management Team (FHS CMT), when acting under the provisions of this Plan and in accordance with the direction of the UCMG, are determined to be acting as agents of the University. They are not individually liable for the decisions and actions of the internal departments, provided that such decisions and actions are shown to be “prudent” and made in good faith.

6. Decision Making

- 6.1. The Faculty of Health Sciences, Crisis Management Team is a hierarchical model with the Dean and Vice-President, FHS as Chair, or the designated alternate. The Team is responsible for determining and implementing all appropriate measures to be taken by the Faculty in response to a Faculty crisis affecting the student body, staff and faculty. Decisions will normally be reached through the process of informed discussions and confirmed by the Chair, FHS CMT. Where time or the crisis situation precludes the above consultation process, the Chair will direct the required response. Written minutes of Faculty’s Crisis Management Team meetings and all external discussions will reflect the practice of “cabinet solidarity”. Any member of the Faculty’s Crisis

Management Team who is unable to accept this practice may resign.

7. Notification & Activation Procedures

7.1. Any member of the FHS CMT may activate the Faculty of Health Sciences Crisis Response Plan, either totally or in part. The Crisis Notification List is attached at Appendix A-1, and is the responsibility of the Assistant Vice-President/Chief Administrative Officer, Faculty of Health Sciences. The Assistant Vice-President/Chief Administrative Officer, Faculty of Health Sciences will notify each member of the FHS CMT as required under the Crisis Notification Procedure. If necessary, the Assistant Vice-President/Chief Administrative Officer will notify the Site Director and Director of Engineering from Hamilton Health Sciences. As each FHS CMT member is notified, they will, in turn, activate their own Internal Crisis Notification System as required. Each member is responsible for deciding the level of activation that is necessary to meet the overall requirements of the Chair, FHS CMT.

8. Faculty of Health Sciences, Crisis Management Team (FHSc CMT) – Composition

8.1. The FHS CMT is chaired by the Dean and Vice-President, FHS, and, when convened in response to an actual or perceived crisis, has the authority to implement whatever measures are considered necessary to protect the student body, the staff and faculty, in consultation with the UCMG. Individuals filling the following positions constitute the FHS CMT:

- Dean & Vice-President, Health Sciences (*Chair*)
- Associate Vice-President, Academic (*Primary Alternate Chair*)
- Associate Dean, Research (*Secondary Alternate Chair*)

- Associate Dean, Health Professional Education
- Associate Dean, Clinical Services and Commercial Enterprises
- Assistant Vice-President/Chief Administrative Officer
- Chief Operating Officer, Faculty of Health Sciences
- Director, Faculty of Health Sciences Human Resources
- Director of Finance Operations, Faculty of Health Sciences
- Office Manager, Office of the Dean/VP
- Director, Public Relations
- Director, Education Services
- Director, Health Research Services
- Director, Information Technology, FHS
- Director, Health Sciences Library, FHS
- Manager, Health Sciences Safety Office
- Other members may be added, depending on the nature of the situation

Note: In the absence of any of the appointed chairs, the committee members will select a substitute chair.

9. Faculty of Health Sciences, Crisis Management Team – (FHS CMT) Team Responsibilities

9.1. The responsibilities of the FHS CMT include, but are not limited to:

Pre-Crisis:

- a). review the Faculty of Health Sciences Crisis Plan annually for operational compliance;
- b). keep the Crisis Notification System up-to-date;
- c). keep the Faculty Crisis Operations Room (FCOR) up-to-date; (2E3)
- d). keep the alternate Faculty Crisis Operations Room (FCOR2) up-to-date (4N55A);

- e). ensure that each functional department crisis response plan is current. These include: Health Research Services, Health Sciences Library, CAF, CSU, HS Stores, Finance, HR, and Communications.
- f) have procedures in place for emergency lab closures, staff safety and evacuation.

During Crisis:

- g). assume responsibility for the Faculty of Health Sciences in a crisis situation;
- h). notify the UCMG (University Crisis Management Group) Chair of the crisis and apprised of the ongoing crisis situation affecting the Faculty of Health Sciences;
- i). coordinate all crisis response activities of the Faculty of Health Sciences;
- j). make all resources of the Faculty of Health Sciences available in a crisis response;
- k). authorize extraordinary financial expenditures for crisis response;
- l). conduct activities in compliance with enabling laws and by-laws;
- m). direct an evacuation of all or part of any Faculty of Health Sciences area, as required;
- n). maintain a record of actions taken and decisions made by the Faculty of Health Sciences, during the crisis;
- o). release appropriate and coordinated information regarding the crisis situation in a timely fashion to the University Community, the media, the City of Hamilton and the public;
- p). deploy the Critical Incident Stress Team, (CIS) by contacting the Director, Student Services; and,
- q) initiate contact with host institutions as appropriate by establishing a liaison person and maintaining contact.

Post-Crisis:

- r). provide the UCMG with a written Post Crisis Report on the overall activities during the Faculty's crisis response.

10. Faculty of Health Sciences, Crisis Management Team – (FHS CMT) Individual Responsibilities

- 10.1. Each member of the FHS CMT is responsible for the effective and timely provision of all crisis related services in the areas mandated by this Plan.

10.2. Dean & Vice-President, Faculty of Health Sciences *Alternate – Associate Vice-President, Academic*

Pre-Crisis:

- a). direct the ongoing development and maintenance of a functionally integrated Faculty of Health Sciences, Crisis Management Plan; and,
- b). ensure that the Faculty of Health Sciences, Crisis Management Plan, is consistent with the University Crisis Response Plan.

During Crisis:

- c). act as Chair for the Crisis Management Team;
- d). appoint an alternate for this position;
- e). provide direction from the Crisis Management Group to the Faculty of Health Sciences Crisis Management Team;
- f). coordinate the crisis response of all areas within the Faculty of Health Sciences;
- g). activate the crisis response plan, as required;
- h). activate the appropriate level of the crisis notification through Hamilton Health Sciences;
- i). establish the meeting cycle and ensure that the FHS CMT adheres to it;
- j). assess the crisis situation and issue situation reports accordingly;

- k). issue directions considered necessary to implement the Crisis Response Plan;
- l). ensure implementation of key decisions of the FHS CMT;
- m). invite representatives of external agencies and/or Faculty/University Campus resource persons to join the members of the Crisis Management Team, as required;
- n). liaise with members of the University Crisis Management Group; and,
- o). ensure that administrative functions are performed accordingly.

Post-Crisis:

- p). set up, monitor and direct the recovery team operations;
- q). chair a debriefing once normal activity has resumed;
- r). request a written evaluation of the crisis activities from all members of the Crisis Management Team, and the Faculty's Crisis Support Team; and,
- s). ensure that a log of activities, including decisions made and actions taken during the crisis response, is maintained.

10.3. Associate Dean, Health Professional Education
Alternate – Director, Education Services

Pre-Crisis:

- a). ensure the internal Crisis Response Plans for Education Services remain current and up-to-date;
- b). ensure the internal Crisis Notification System of Education Services is current; and,
- c). appoint an alternate for this position.

During-Crisis:

- d). activate the Faculty of Health Sciences Crisis Response Plan, as required;
- e). assess the crisis situation for Education Services within the Faculty of Health Sciences;
- f). advise the FHS CMT members regarding all matters relating to Education Services of the Faculty of Health Sciences;

- g). ensure FHS Education Services, the UCMG and the University Community are kept apprised of the crisis situation at regular intervals;
- h). advise the FHS CMT on the cancellation, rescheduling and relocation of all teaching areas as required;
- i). ensure implementation of key decisions for the FHS CMT;
- j). receive and issue directions from the Chair, FHS CMT;
- k). ensure that on-going functions for the Faculty's overall Education Services, aside from the crisis situation, are performed in order to meet the expectations of the students, faculty and staff, where possible; and,
- l). ensure that a log of activity including decisions made and actions taken during the crisis response is maintained.

Post-Crisis:

- m). assist in the set-up and overall direction of the recovery team operations;
- o). assist in the collection and dissemination of information for debriefing along with the Associate Dean, Research, once normal activity has resumed; and
- p). submit a written report to the Chair, FHS CMT.

10.4.

Associate Dean, Research

Alternate: Director, Health Research Services

Pre-Crisis:

- a). develop and maintain a plan to disseminate internal communications to all students, faculty and staff involved in research areas; and,
- b). appoint an alternate for this position.

During-Crisis:

- c). activate the Faculty of Health Sciences, Crisis Response Plan, as required;
- d). act as Secondary Alternate Chair, FHS CMT, in the event that the Dean & Vice-President, or the Associate Vice-President, Academic (Primary Alternate Chair), is unavailable;

- e). provide direction from the FHS CMT to the FHS Crisis Support Team, as required;
- f). consult with the Associate Dean, Education, to ensure that the flow of information to all students, faculty and staff is consistent;
- g). direct all operations regarding the shutdown of equipment, labs, facilities, etc., if required;
- h). advise the FHS CMT on all research implications or crisis response measures;
- i). initiate relocation or cancellation of research projects and activities if required;
- j). act to preserve research resources;
- k). receive and issue directions from the Chair, FHS CMT; and,
- l). ensure implementation of key directions of the decisions of the FHS CMT.

Post-Crisis:

- m). assist in the overall set-up and direction of the recovery team operations;
- n). ensure that a record of all activities within Research Services, including decisions made and actions taken during the crisis response is maintained; and,
- o). submit a written report to the Chair, FHS CMT.

10.5. Associate Dean, Clinical Services and Commercial Enterprises
Alternate: Chief Operating Officer, Faculty of Health Sciences

Pre-Crisis:

- a). maintain an appropriate contact list for key personnel regarding clinical services;
- b). appoint an alternate for this position.

During-Crisis:

- c). activate the Faculty of Health Sciences Crisis Response Plan, as required;
- d). act as primary contact for clinical services; and,

- g). communicate with Hospital partners regarding impact on clinical services.

Post-Crisis:

- h). submit a written report to the Chair, FHS CMT, of all activities in the crisis response;
- i). assist in the set-up and overall direction of the recovery team operations; and,
- j). record activity relating to clinical services during the crisis response.

10.6. Assistant Vice-President/Chief Administrative Officer
Alternate: Manager, Corporate Services

Pre-Crisis:

- a). maintain the FHS CMT Crisis Notification Procedures for this plan;
- b). ensure that the internal FHS Crisis Notification System is up-to-date;
- c). develop and maintain a plan to disseminate internal crisis communications to all faculty and staff involved in the FHS Crisis Response Plan; and,
- d). ensure that internal Departmental Crisis Response Plans are functional and in compliance with the University Crisis Response Plan.

During-Crisis:

- e). activate the Faculty Crisis Notification System, as required;
- f). advise the FHS CMT on all Facilities Management resources;
- g). assess and advise the FHS CMT regarding the extent of damage to the Faculty's infrastructure and utilities in consultation with the Director of Engineering and the Director and MUMC Site Administrator, Hamilton Health Sciences for hospital sites, and others as required;
- h). contact appropriate personnel for maps, architectural drawings, diagrams, blueprints and other statistical

- information regarding Faculty building structures, heating, electrical and cooling systems, as required;
- i). direct the notification of critical departments within the Faculty of any potential or impending utility outages;
 - j). coordinate with the Director of Engineering, HHS, and the Assistant Vice-President, Facilities Services at the University, for the redistribution of hydro (load shedding), if required;
 - k). advise, maintain and restore services on a priority basis where necessary and practical in consultation with the FHS CMT members;
 - l). establish contact with the Director, Risk Management at the University, as required;
 - m). request any other outside resources to assist the Facilities Services operations during the crisis response; and,
 - n). liaise with the Director of Engineering, HHS, to make safe any hazardous situation (i.e.; fire hazards, gas leaks, unsafe structures, contamination, etc.); and,
 - o). record all key activities and decisions relating to Facilities Services during the crisis response.

Post-Crisis:

- o). submit a written report to the Chair, FHS CMT, of all activities in the crisis response; and,
- p). assist in the set-up and overall direction of the recovery team operations.

10.7. Director, Human Resources, FHS

Alternate: Associate Director, Human Resources, FHS

Pre-Crisis:

- a). ensure FHS Human Resources has an internal operational crisis response plan;
- b). maintain the FHS Crisis Response Plan in fully operable status;
- c). designate an alternate for this position; and,
- d). ensure appropriate Faculty identification is available for all Faculty permanent staff and others as required.

During-Crisis:

- e). activate the FHS Crisis Response Plan, as required;
- f). activate the internal Human Resources Crisis Notification System as required;
- g). establish contact with the Director, Human Resources at the University Campus;
- h). coordinate official communications with staff, faculty and bargaining units regarding the impact of the crisis situation on their workplace and employment status;
- i). supply Employment and Family Assistance Program (EFAP) and other employment counseling services to staff and faculty, if required;
- j). coordinate, prioritize and process requests for additional Human Resources; and,
- k). obtain assistance from other public/private agencies, institutions, local government and volunteer groups outside of the Faculty and the Campus as necessary; and,
- l). keep a written log of all Human Resources decisions, actions and communications during the crisis response.

Post-Crisis:

- m). assist in the overall set-up and direction of the recovery team operations; and,
- n). provide a written report to the Chair, FHS CMT.

10.8. Director, Finance Operations, FHS
Alternate: Manager, Finance Operations, FHS

Pre-Crisis:

- a). develop an operational crisis response plan for the Finance Department of the Faculty; and,
- b). keep the internal Crisis Notification System for the Finance Department up-to-date.

During-Crisis:

- c). activate the FHS Crisis Response Plan, as required;
- d). advise the FHS CMT members on all matters related to the capabilities of the Faculty to make emergency financial provisions;

- e). advise the FHS CMT on all resources from the Finance Department;
- f). advise the FHS CMT on the impact of any financial decisions/discussions, if required;
- g). provide direction to purchasing staff regarding resource acquisitions during the crisis response, according to the Faculty of Health Sciences, Crisis Purchasing Policy; and,
- h). record crisis related expenses for future claims purposes; and,
- i). maintain a log of all crisis related activities for the Finance Department during the crisis response, as well as post-crisis.

Post-Crisis:

- j). advise and assist in the overall direction and set-up of the recovery team operations; and,
- k). provide a written report to the Chair, FHS CMT.

10.9. Office Manager to the Dean and Vice-President

Alternate: Executive Assistant to the Dean

10.9.1. The Office Manager to the Dean and Vice-President in conjunction with the Assistant Vice-President/Chief Administrative Officer will coordinate administrative support for the FHS CMT. Responsibilities will include, but are not limited to:

- a). activate the Faculty Crisis Notification System as directed by the Dean and Vice-President, FHS or designated alternate;
- b). in conjunction with the Director, Public Relations, notify the UCMG of the crisis, as directed by the Dean and Vice-President, FHS or designated alternate;
- c). coordinate all administrative requirements for the crisis response within the Faculty;
- d). record, produce and distribute written minutes of all FHS CMT meetings according to the business cycle and as required; and,

- e). collect, coordinate and compile all original logs of the members of the FHS CMT at the end of the crisis.

10.10. Director, Education Services

Alternate: Associate Director (Education Services)

Pre-Crisis:

- a). maintain an up-to-date Crisis Response Plan for Education Services in consultation with the Associate Dean, Education;
- b). designate an alternate for this position; and,
- c). ensure that the internal Crisis Notification System is up-to-date for the Education Services.

During-Crisis:

- d). activate the FHS CMT Crisis Response Plan, as required; and,
- e). ensure all decisions made and actions taken are recorded.

Post-Crisis:

- f). submit a written report to the FHS CMT.

10.11. Director, Health Research Services

Alternate: Assistant Director, Infrastructure, Development and Support, Health Research Services

Pre-Crisis:

- a). maintain an up-to-date Crisis Response Plan for the Health Research Services in consultation with the Associate Dean, Research;
- b). designate an alternate for this position; and,
- c). ensure the internal Crisis Notification System for Health Research Services is up-to-date in consultation with the Associate Dean, Research.

During-Crisis:

- d). activate the FHS CMT Crisis Response Plan, as required; and,

- e). record activities relating to Health Research Services during the crisis response.

Post-Crisis:

- f). submit a written report to the FHS CMT.

10.12. Director, Public Relations

Alternate: Community and Media Relations Coordinator

Pre-Crisis:

- a). maintain the Faculty's Crisis Public Relations Plan;
- b). ensure the Public Relations Internal Crisis Notification System is up-to-date; and,
- c). designate an alternate for this position.

During-Crisis:

- d). activate the FHS Crisis Response Plan, if directed;
- e). activate the Faculty's Internal Public Relations Crisis Notification System, as required;
- f). establish and maintain contact with the University's Director, Public Relations;
- g). advise the FHS CMT regarding Faculty Public Relations policies and procedures;
- h). recommend the appropriate Faculty Spokesperson depending on the specific area, magnitude and sensitivity of the crisis at the direction of the FHS CMT and the UCMG
- i). monitor the electronic and print media and provide regular updates to the FHS CMT/FHS FCST;
- j). coordinate the set-up, organization, staffing and operation of the Media Centre in consultation with the University's Director, Public Relations;
- k). consult with the FHS CMT members and the UCMG prior to the release of any information;
- l) responsible to the UCMG for the effective and efficient dissemination of accurate and timely release of information regarding the crisis response of the FHS CMT, the University and host institutions.

- m). ensure Faculty communications tools (i.e.; Daily News website, FHS web site, e-mail, voice mail, University Switchboard, sign boards, etc.), are supplied with information approved by the FHS CMT and the UCMG;
- n). direct the set-up, organization, staffing and operation of the Public Inquiry Centre, if required;
- o). develop and issue, in consultation with the UCMG, regularly updated suitable script for all phone stations so that callers are provided with current and accurate information as the crisis situation changes;
- p). coordinate and conduct news conferences in consultation with the FHS CMT members and the UCMG members;
- q). prepare Faculty news releases and background information for the media;
- r). advise the FHS CMT on the release of timely and accurate information to the Faculty members, staff and students in consultation with the UCMG;
- s). organize and direct the activities of the Faculty's Crisis Communications Unit including establishing a Public Inquiry Centre, a Media Centre and a Photography and Audio Visual team, in consultation with the University's Director, Public Relations, if required;
- t). designate an alternate site for the Faculty's Crisis Communications Unit if required;
- u). provide members of the FHS CMT and other Faculty and staff with periodic formal training in media relations with particular emphasis on serving as Designated Spokesperson; and,
- v). coordinate media tours and site visits with the Manager, Corporate Services, FHS, Assistant Vice President/Chief Administrative Officer, HHS, or other facilities manager as appropriate, and the University Director, Public Relations, if required; and,
- w). maintain a written log of Public Relations and Faculty Advancement decisions made, actions taken and communications during the crisis response.

Post-Crisis:

- x) submit a written report to the Chair, FHS CMT, at the conclusion of the crisis response; and,
- y) assist in the recovery team set-up and operation.

11. Faculty of Health Sciences, Crisis Support Team – (FHS CST) Team Composition

11.1. The Faculty of Health Sciences, Crisis Support Team (FHS CST) is responsible for providing specific advice and assistance to the Faculty of Health Sciences Crisis Management Team, and to implement the decisions made by the FHS CMT. The FHS CST may request other technical support personnel to join the FHS CMT or the FHS CST, as required. Support personnel will be alerted according to their own internal departmental alerting procedure, and will be engaged at the appropriate level of requirement. Members of the FHS CST include, but is not limited to the heads and administrative managers within the following departments:

- Anesthesia
- Biochemistry & Biomedical Sciences
- Clinical Epidemiology & Biostatistics
- Family Medicine
- Medicine
- Obstetrics & Gynecology
- Oncology
- Pathology & Molecular Medicine
- Pediatrics
- Psychiatry & Behavioural Neuroscience
- Radiology
- Surgery
- School of Nursing
- School of Rehabilitation Sciences
- School of Medicine (UG & PG)
- Bookstore and Health Sciences Stores

Note: The above departments will complete the individual Department Crisis Response Plan model and submit these plans to the Manager, Corporate Services.

12. Faculty of Health Sciences, Crisis Support Team – (FHS CST) Team Responsibilities

12.1. The responsibilities of the FHS CST include, but are not limited to:

Pre-Crisis:

- a). review FHS CST Internal Crisis Response Plans annually to ensure operational compliance; and,
- b). keep the FHS CST Crisis Notification System up-to-date.

During Crisis:

- c). advise the FHS CMT on all matters relating specifically to their respective departments and areas of expertise; and,
- d). carry out directions from the FHS CMT effectively, and not contrary to any internal policies or procedures.

Post Crisis:

- e). provide the FHS CMT with a written Post Crisis Report on the overall activities during the Crisis Response.

13. Faculty of Health Sciences, Crisis Support Team (FHS CST) Individual Responsibilities.

Pre-Crisis:

- a). ensure that the Department/School has an up-to-date internal Crisis Response Plan;
- b). ensure that the internal Crisis Notification Procedures are maintained; and

- c). designate an alternate for the primary position.

During-Crisis:

- d). ensure the directions of the FHS CMT are carried out;
- e). keep members of the Department/School up-to-date on the crisis response activities;
- f). advise the FHS CMT/FHS CST on all matters impacting on the Department/School
- g). advise the FHS CMT/FHS CST on internal crisis response activities of the Department/School;
- h). advise the FHS CMT/FHS CST of resources available from the Department/School;
- i). ensure that the functional operations separate from the crisis response are carried out to ensure business continuity where possible; and,
- j). record decisions made and actions taken during the crisis response.

Post-Crisis:

- k). submit a written report of crisis activities to the Chair, FHS CMT, following the crisis response activities.

13.1. Director, Central Animal Facilities

Alternate: Assistant Director, Central Animal Facilities

Pre-Crisis:

- a). ensure Central Animal Facilities Crisis Response Plans are in operational status;
- b). ensure Central Animal Facilities Internal Crisis Notification System is up-to-date; and,
- c). designate an alternate for this position.

During-Crisis:

- d). activate the FHS CMT Crisis Response Plan, as required;
- e). activate the internal Central Animal Facilities Crisis Notification System as required;
- f). assume overall coordination for the activities of the Central Animal Facilities;

- g). advise the FHS CMT members on matters relating to Central Animal Facilities and the impact of the decisions made and actions taken by the FHS CMT; and,
- h). maintain a log of crisis related activities including decisions made and actions taken during the crisis response and post-crisis.

Post-Crisis:

- i). submit a written report to the FHS CMT regarding Central Animal Facilities activities during the crisis response.

13.2. *Manager, FHS Health & Safety Office*
University Advisory & Support Member
Faculty Representative (Health Sciences Representative)
Alternate: Biosafety Manager, Health & Safety Office

Pre-Crisis:

- a) help maintain the supporting appendices for the FHS CMT Crisis Response Plan, and all of the appendices and annexes associated with the plan, under the direction of the Assistant Vice-President/Chief Administrative Officer.

During-Crisis:

- b). activate the FHS Crisis Response Plan, as required;
- c). provide the FHS CMT with technical advice on environmental health and safety issues;
- d). provide the FHS CMT members with biosafety related information as required;
- e). liaise with the UCMG to provide technical support, as required;
- f). provide appropriate means of mitigating health and safety hazards as required;
- g). activate spills response plans to deal with hazardous materials components, if required;
- h). advise the FHS CMT on the isolation of areas or departments, where possible;
- i). advise the FHS CMT members on unsafe areas;

- j). liaise and provide keys and proper building access and egress routes with the assistance of HHS Security and Corporate Services staff;
- k). monitor and advise to see that the crisis response is carried out safely, in accordance with University and Faculty policy and related legislation;
- l). maintain comprehensive records of safety-related incidents, including management of investigations;
- m). liaise with the Ontario Ministry of Labour, Ontario Ministry of Environment and any other Ministry Action Groups, as required; and,
- n). maintain a log of crisis related activities including decisions made and actions taken during the crisis response and post-crisis.

Post-Crisis:

- o). submit a written report to the FHS CMT.

13.3. Director, Health Sciences Library
Alternate: Head of Public Service

Pre-Crisis:

- a). maintain a priority list for salvage and recovery operations for the libraries;
- b). ensure the maintenance of current evacuation procedures for the libraries; and,
- c). designate an alternate for this position.

During-Crisis:

- d). activate the FHS Crisis Response Plan as directed;
- e). activate the Health Sciences Library Crisis Notification System, as directed;
- f). assess and advise the FHS CST/FHS CMT members on matters relating to the Library Service;
- g). ensure on-going operations, separate and apart from the crisis response are maintained, if possible;
- h). assess damage and carry out prompt repairs to the computer network infrastructure;

- i). advise and assist the FHS CMT/FHS CST on priorities for maintaining resources;
- j). contact and establish the Library Recovery Team if required;
- k). liaise with other sources of assistance such as the Canadian Conservation Institute, Conservator, Toronto Public Library, Public Archives of Canada, Conservator, Fisher Rare Book Library and any others as necessary; and,
- l). maintain a record of all activities including decisions made and actions taken during the crisis response as well as post-crisis response.

Post-Crisis:

- m). submit a report to the Chair, FHS CMT, following the crisis response activities.

13.4. Director, Computer Services Unit

Alternate: Technology Manager, IT/AV

- a). activate the Crisis Response Plan, as directed;
- b). activate the Computer Services Unit Crisis Notification System, as directed;
- c). establish and maintain contact with the University's Director, Computer Services;
- d). advise the FHS CMT/FHS CST members on all matters relating to the potential for loss of service for Computer Services;

14. Meeting Cycles

14.1. It is essential that the FHS CMT members meet on a regular basis in order to facilitate the sharing of information, identify actions, set priorities, make decisions and resolve issues on the ongoing activities of each department and to keep FHS CMT members current. Members of the FHS CMT should be present or represented at each meeting in order to hear reports, and to provide the necessary information. The Dean and Vice-President, FHS will Chair these meetings on a

regular rotation, allowing time between meetings for the FHS CMT members to deal with their individual responsibilities. This meeting schedule is called the “meeting cycle”.

- 14.2. When the FHS CMT members meet according to the meeting cycle, there will be no interruptions, (**unless urgent**), until the meeting is concluded. When a meeting commences, all FHS CMT members will come together at the table and each member will *briefly* update members on the actions of their respective functional departments, identifying issues needing resolution and seeking input from the FHS CMT members as a whole.

15. Materials and Supplies

- 15.1. Each member of the FHS CMT is responsible for identifying and providing materials and supplies that are necessary to ensure that the Faculty can provide the services set out in the appropriate annex.

16. Communications

Internal:

- 16.1. Each member of the FHS CMT is responsible to communicate effectively with each other when deployed in a crisis situation. Each member is directly responsible to provide adequate provisions in order to facilitate this process.
- 16.2. If required, the Manager, Corporate Services will liaise with the University Telecommunications Office to solicit advice regarding the compatibility of equipment and assistance in developing a FHS CMT Telecommunications Network with Central Campus.

External:

- 16.3 At no time shall any member of the FHS CMT provide information or interviews to the media without the prior

approval of the Director, Public Relations or the Director, Public Relations for the UCMG.

17. Plans & Procedures - Host Institutions

17.1 The following emergency codes are applicable to all Faculty of Health Sciences staff/faculty/student working anywhere in the MUMC building:

- Code Black – Bomb threat / Suspicious object
- Code Grey – Infrastructure loss or failure
- Code Purple – Hostage taking
- Code Green – Precautionary and STAT evacuation
- Code Red – Fire emergency
- Code White – Violent person
- Code Silver – Shooting incident / Active shooter

A summary of the relevant emergency codes can be viewed at the FHS Safety Office website via the following link:

<http://fhs.mcmaster.ca/safetyoffice/documents/HHSEmergencyCodeInformationJuly292013.pdf>

17.2. The following emergency codes are not applicable to FHS staff/faculty/student unless they are working in a portion of the MUMC building that is a designated hospital workplace and is under the direction of Hamilton Health Sciences:

- Code Aqua - Flood
- Code Blue – Cardiac arrest / Medical emergency
- Code Pink – Infant cardiac arrest / Medical Emergency
- Code Orange – External disaster
- Code Yellow – Missing adult
- Code Amber – Missing child

- Code Brown – Hazardous spill (code called internally)

Comprehensive descriptions and response information for all emergency codes is available on the HHS Citrix Intranet which can be accessed by the following link:
<https://hhssharepoint.hhsc.ca/teams/edm/Pages/default.aspx>

17.3. Some of the other relevant documents, plans & procedures include, but are not limited to:

- All Program/Service/Area Specific Emergency Preparedness Code Procedures
- McMaster's Health and Safety Policy
- The City of Hamilton Emergency Response Plan
- Environmental Protection Act and Regulations

18. Plan Maintenance, Review & Testing

18.1. Plan Maintenance

The Assistant Vice-President/Chief Administrative Officer is responsible for maintaining and distributing the overall Faculty of Health Science Crisis Response Plan. Each member of the FHS CMT will maintain their own Operational Annex and the supporting appendices in coordination with the Manager, Corporate Services.

18.2 Annual Review

An annual review of the FHS CRP will be coordinated and conducted by the Assistant Vice-President/Chief Administrative Officer, prior to the end of each annual cycle. Proposed changes to the FHS CRP will be submitted to the Assistant Vice-President/Chief Administrative Officer at least thirty (30) days before that date. Major changes will be presented with a recommendation for acceptance or otherwise. Minor changes will be noted and incorporated. Revisions that

are approved by the Assistant Vice-President/Chief Administrative Officer, will be effective immediately after approval and incorporated into a formal amendment to the Faculty of Health Science Crisis Response Plan. Amendments will be published and distributed to all plan holders within 30 days of approval.

18.3. Testing the Plan

The FHS CRP will be tested on a bi-annual basis to ensure that both the contents and the participants remain current. This will be conducted by way of a paper exercise. A written evaluation with recommendations will be produced for the Assistant Vice-President/Chief Administrative Officer in order to facilitate direction and recommendations to the FHS CMT members. Participation in more sophisticated Faculty exercises will be directed on an “as required” basis or at the direction of FHS CMT.

18.4. Testing the Crisis Notification Procedures

The Crisis Notification Systems will be tested at least once per year using the appropriate notification appendices to this plan. The purpose of the Notification Exercise is to ensure that personal contact information is accurate and current. Each member will provide a written report to the Assistant Vice-President/Chief Administrative Officer, subsequent to each Notification Exercise. The Assistant Vice-President/Chief Administrative Officer will coordinate the Crisis Notification Systems testing with the appropriate University and Faculty support personnel.

19. Training the Participants

- 19.1 All members of the Faculty Teams will receive annual review. This training will normally be carried out within

90 days of the change of chair or their designated alternate. Additional training, such as Crisis Media Relations, may be requested at the direction of the FHS CMT or the Dean & Vice-President, as Chair of the FHS CMT.

20. Faculty Crisis Operations Room (FCOR)

20.1. The Faculty Crisis Operations Room (FCOR) is where the FHS CMT assembles to share information, evaluate options, and make decisions regarding the Faculty's response to a crisis situation. FHS CMT meetings serve as the essential forum for group decision making and keeping all FHS CMT members current regarding the actions of each area within their respective departments as well as on the status of the crisis situation as a whole. It is imperative that the members of the FHS CMT meet on a regular basis to share information, identify actions, set priorities, make decisions and resolve problems. The Chair, or designated alternate, is responsible for coordinating all activities within the FCOR.

21. Faculty Crisis Operations Room Locations

21.1. Since it is possible that the primary Faculty Crisis Operations Room (FCOR) could be directly affected by the crisis and therefore unusable, an Alternate FCOR location has also been designated.

- a). The Primary Faculty Crisis Operations Room is located at 2E3, on the second floor (Red Area) of The Health Sciences Center.
- b). The Alternate Faculty Crisis Operations Room is located at 4N55A, the 4th floor (Blue Area) of The Health Sciences Center.

- c). A Secondary Alternate Crisis Operation Room is located at 201 in the Institute for Applied Health Sciences building.

22. Crisis Evacuation – Coordination

- 22.1. When the Chair, FHS CMT, orders an evacuation of any area of the Faculty of Health Sciences, in consultation with HHS Security, the Chair is responsible for the overall coordination of requirements, activities and services necessary to carry out the direction of the FHS CMT. The Crisis Evacuation Plan, and where applicable, the HHS Fire Plan, will coordinate all available resources of the Faculty under the direction of the FHS CMT in consultation with the University's Crisis Management Group in order to achieve a safe, timely and effective evacuation.
- 22.2. The FHS CMT will coordinate all resources of the Faculty of Health Sciences Plan under the single direction of the Chair or designated alternate, FHS CMT, in order to protect the students, staff and faculty who are evacuated.
- 22.3 The FHS CRP may also be activated, in part, to support an offsite evacuation or an off-campus evacuation. An offsite evacuation will be coordinated by the University/City Liaison Representative from the UCMG. An evacuation of the local municipality that requires Faculty assistance will be coordinated with the University/City Liaison Representative, supported by the Chair, UCMG.

**23. Internal Departmental Crisis Response Plans & Procedures
Departmental Annexes**

23.1 Internal Faculty Crisis Response Plans are Subordinates to the Faculty's Crisis Response Plan and the overall University's Crisis Response Plan. The Faculty's Departments Crisis Response Plans will be developed under the general direction of the Manager, Corporate Services. Upon completion, individual departmental plans will be submitted to the Manager, Corporate Services for review and approval. When approved by the Manager, Corporate Services, the plan will become a designated annex of the Faculty of Health Sciences, Crisis Response Plan and therefore, become an integral part of the University's Crisis Response Plan.

