



CODE BLACK

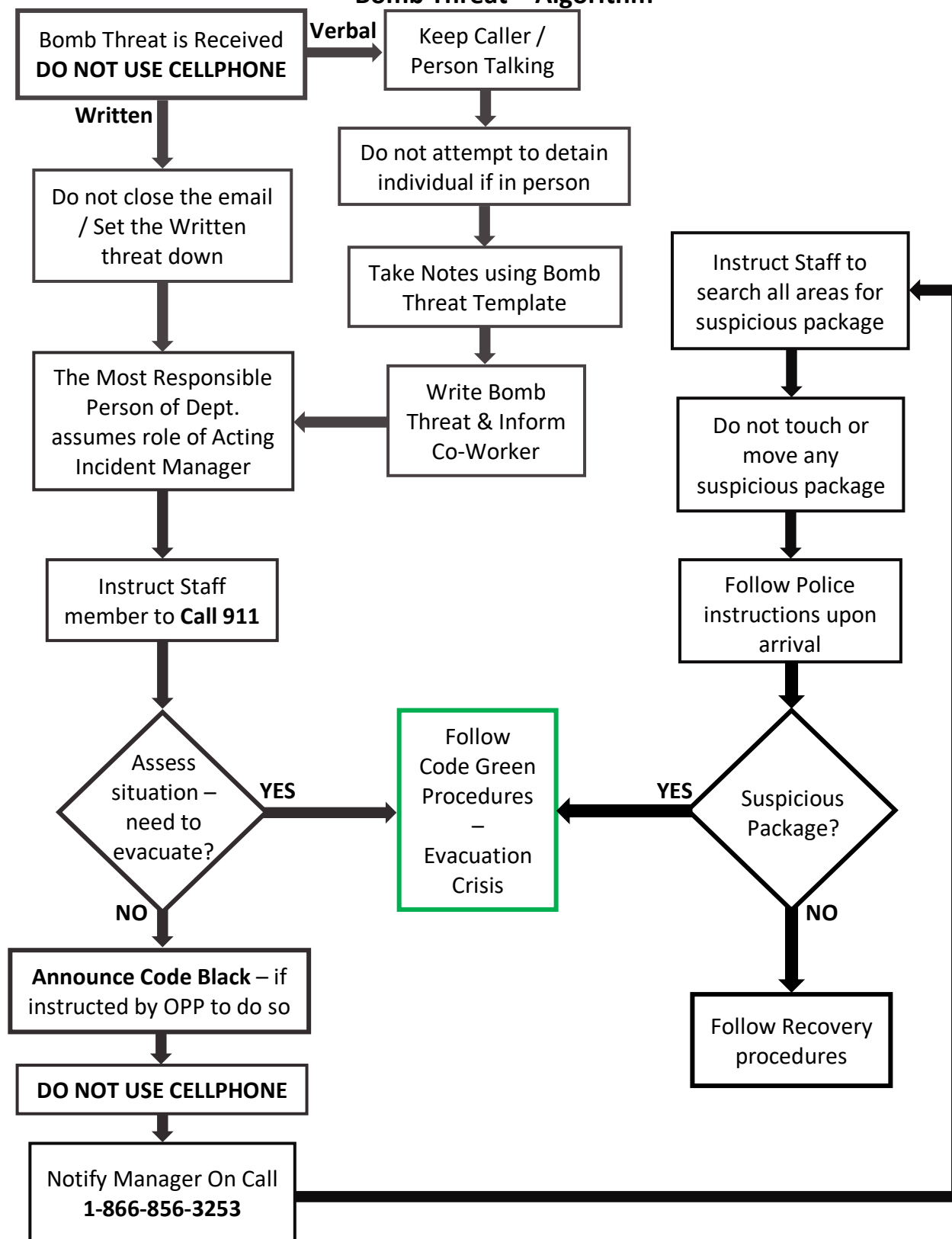
BOMB THREAT

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Approved By:	President & CEO Director of Facilities & Projects	

Haliburton Highlands Health Services
Emergency Preparedness & Response Manual

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Bomb Threat – Algorithm



Code Black

Policy – Bomb Threat

The purpose of Code Black is to provide **guidelines** for HHHS Staff to follow during a bomb threat or discovery of a suspicious object or package. In the event of a bomb threat, Staff must take immediate action to maintain Patient, Resident, Client, Visitor and Staff safety.

Always be aware of who and what is in your workspace. Any item or package which you cannot easily account for should be reported immediately to the Most Responsible Person in that department. Frequently, visually look around your workspace and familiarize yourself with everything that actually belongs there.

During any bomb threat scenario, the following basic principles will apply:

- Most bomb threats do not actually involve an explosive device. However, the risks are too high and we cannot afford to assume that they are simply idle threats or a Hoax.
- No Staff member receiving a bomb threat shall ever assume that the threat is a prank or a Hoax.
- The Code Black procedures are to always be implemented when receiving a verbal, written or in-person bomb threat.
- All suspicious packages and bomb threats must be reported by **Calling 911 for the Ontario Provincial Police (OPP)** or by **pressing the Panic Button, if available, in your Department**. Any suspicious package should be considered to be a potential bomb until proven otherwise.
- Searches for suspicious packages will be organized and sequential. They will begin with a thorough search of the Department affected and will proceed to the entire Facility and property.
- All areas of the Facility will be searched following the Zones Maps in Appendix 11 & 12 of this Policy, and copies located in the Emergency Evacuation Kits. More detailed Zone Maps are included in the Emergency Response Manual. Searches must never be assumed that the space behind a locked door is empty.
- **In all instances of suspicious packages, the OPP will be in charge of the incident once arriving.**

Staff shall be prepared and will be expected by OPP to search all workspaces. Staff have a more complete understanding of which objects belong in a given space and which do not. When a package is found, no Staff member shall approach it or attempt to move it. No Staff member shall ever attempt to remove, defuse, or otherwise deal with a suspected explosive device. In all cases, suspicious devices are the responsibility of the OPP.

The greatest safety factor when dealing with a potential explosive device is distance. When a suspected device is found, all Patients, Residents, Clients, Visitors, and Staff should be removed from the immediate Fire Zone beyond the nearest Fire Doors and into the adjacent Fire Zone.

If Code Black procedures lead to a need for evacuation, Code Green procedures will apply.

Definitions

Bomb: Any type of explosive device.

Bomb Threat: Any information, whether oral or written, in-person or electronic, which states that an explosive device or package containing a potentially harmful substance has been placed in any HHHS Facility or vehicle. All threats should be taken seriously following the HHHS Bomb Threat Template (attached).

Suspicious Package: Any package, box, envelope, bag, backpack, suitcase or other similar item which has been found in a place within the HHHS Facility, which is not normally found in that location. If you cannot account for its ownership or how it got there, it is suspicious, and should be treated as such.

Management Responsibilities

The Emergency Response Planning team consisting of at a minimum the Directors of Care and The Director of Facilities & Projects will meet a minimum of once every three years (3) to review Code Black, the Emergency Response Plan, and start the planning for the annual drills or mock exercises including: Code Red, Code Brown, Code Black and Code Green exercises.

- The Director of Facilities & Projects is responsible for the implementation of Code Black, and a review of the Code Black procedures every 3-years
- The Director of Facilities & Projects will be accountable for the training of Code Black with a focus on Maintenance Staff knowledge as designates to the Director of Facilities & Projects
- Select drills of Code Black will be organized with the Maintenance Staff, HHHS Managers (or designates) to practice and identify areas of improvements. These drills will be summarized and shared with the Management Committee.
- The Acting Incident Manager, The Director of Facilities & Projects, Maintenance Staff and Area Manager will perform an event debrief within 10-days of an event being over, and provide a report summarizing the event to the HHHS Management Committee and Joint Health & Safety Committee within 30-days of the conclusion of the incident.
- The Director of Facilities & Projects will review with Security Services for input, awareness, and preparedness.

Employee Responsibilities

- Maintenance Staff are identified as designates to the Director of Facilities & Projects and need to be knowledgeable and provide leadership of Code Black when required.
- All Staff must obey the Acting Incident Manager, and the instructions of the Municipal Chief Fire Official or Emergency Responders upon arrival.
- Staff should be willing to participate in a Facility Search if requested by the OPP and Acting Incident Manager. Staff are best able to identify suspicious objects or packages.
- Staff in every Department is to ensure their Staff are educated and aware of their documentation location.
- Staff are to participate in training, drills, and respond to Fire Panel PA System instructions.

Security Responsibilities

- Direct Police to the location if requested by the Search Coordinator.
- In the event of a telephone threat, assist the Search Coordinator with the assessment of the threat.
- In the event of a written or e-mail threat, respond to the area to assist in ensuring evidence is not disturbed and contact Police to provide further details.
- Secure the area/evidence until Police arrive to examine/collect it.
- Security Staff (or designate) will report to the main entrance to escort Police to the Incident Command Center.
- If assigned by the Search Coordinator, Security to initiate searches of all Public Areas, stairwells, elevators, etc.

Police Services

- Police are to report to the Search Command Center.
- The Police may call upon the Fire Department / EMS depending on the nature of the hazard.
- The Police will not take part in the hospital-wide search. They are not able to identify a 'suspicious object' within the RMH environment – Staff are best able to
- If a suspicious object is not found, Police and the Search Coordinator will determine if further action or search is required or if an "All Clear" can be announced.
- Police will recommend appropriate communication to the media in consultation with the Search Coordinator and Coordinator for Employee and Community Relations.

Appendices / Links

- Appendix 1** – Checklist Procedure – Receiving a Written Bomb Threat (Paper or Electronic)
- Appendix 2** – Checklist Procedure – Receiving a Verbal Bomb Threat (telephone)
- Appendix 3** – Checklist Procedure – Bomb Threat in Person
- Appendix 4** – Checklist Procedure – When a Suspicious Package or Object is Found
- Appendix 5** – Checklist Procedure – Command Center During Bomb Threat
- Appendix 6** – Checklist Procedure – Code Black Recovery & Post-Incident Debrief
- Appendix 7** – Bomb Threat Telephone / Questionnaire / Report
- Appendix 8** – Observation Guide - Bomb Threat Callers Characteristics
- Appendix 9** – Observation Guide – Standard Physical Description of a Person Making a Bomb Threat
- Appendix 10** – Search Guidelines
- Appendix 11** – Panic Button Locations & Details
- Appendix 11** – HHHS Haliburton Zone Maps
- Appendix 12** – HHHS Minden Zone Maps
- Appendix 13** – Emergency Evacuation Kit Contents

References

Communication with the Media -

HHHS Social Media Policy located at O:/PPL/Photo and Video Consents

Appendix 1 – Receiving a Written Bomb Threat (Paper or Electronic) – Checklist Procedure

DATE _____ TIME _____
LOCATION _____ COMPLETED BY _____

Note: This document is reviewed during the Post Incident Debriefing. As each item is completed, record the time and initial when the situation permits.

Note: If a bomb threat is written, do not handle the note to preserve any potential finger prints.

The Acting Incident Manager Shall:

TIME	INIT	ACTIONS
TIME	INIT	1. If the threat is on paper, set it down on the desk and do not touch it any more than you already have in order to preserve any finger prints
TIME	INIT	2. If the threat is electronic, DO NOT close the email! Leave it open until the OPP arrive.
TIME	INIT	3. Notify the Most Responsible Person in the Department and, if after-hours, request Security (Haliburton: 705-457-6003 , Minden: 705-953-0133) immediately for assistance stating location, contact name, and telephone extension.
TIME	INIT	4. The Most Responsible Person assumes the role of Acting Incident Manager and is responsible for coordinating the response and delegating tasks to Staff until relieved by a Senior Manager.
TIME	INIT	5. Call 911 to notify the OPP or press the Panic Button (if available in your Department).
TIME	INIT	6. The Acting Incident Manager shall announce “Code Black,” followed by the Area Affected, and “Written Bomb Threat,” three times (3x) on the Fire Panel PA System, if instructed to do so by the OPP. (Written instruction on use of Paging System is posted at the Fire Panel as well as in the Emergency Response Manual.)
TIME	INIT	7. The Acting Incident Manager will notify Manager On Call at 1-866-856-3253 , and After-hours Security for search assistance.
TIME	INIT	8. The Acting Incident Manager will set up a Command Center following the Command Center Procedures attached in Appendix 4 of this procedure.
TIME	INIT	9. The Acting Incident Manager will assign a Search Coordinator. If after-hours, Security assumes the role of Search Coordinator. During business hours, a HHHS Manager will assume the role.

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TIME	INIT	ACTIONS
TIME	INIT	10. The Search Coordinator will set up a Search Office in the Command Center. Ensure the area is searched for any suspicious packages, and ensure the area has a working phone and access to a Fax Machine. The Search Coordinator will monitor all search activities from the Search Office in the Command Center.
TIME	INIT	11. If after-hours, Security shall secure the area until the OPP arrive. The Written note, email, or suspicious package must not be handled, and must be left for the OPP.
TIME	INIT	12. If during the day, Maintenance Staff shall secure the area until the OPP arrive.
TIME	INIT	13. The Search Coordinator will prepare the Zone Map found in Appendix 11 & 12 of this procedure.
TIME	INIT	14. Do not start the search until the OPP arrive. When the OPP arrive, follow their instructions.
TIME	INIT	15. Only with OPP instruction, the Search Coordinator will inform Staff of the threat, and quietly and calmly assign two Staff to search all areas of the Facility using Zone Maps for any suspicious packages. Completed Zone Maps shall be filled in, signed by those searching, and provided to the OPP.
TIME	INIT	16. Staff are to “Visually Only” search their assigned Fire Zones. The Acting Incident Manager shall instruct Staff to “Do Not Touch or Move” any suspicious packages.
TIME	INIT	17. Staff are to mark doors with an “X” using chalk (found in the Emergency Evacuation Kit) to identify the area as being searched and mark the room on the search Zone Map.
TIME	INIT	18. The Acting Incident Manager and Search Coordinator shall consult with OPP Services to determine the status of the Bomb Threat as a “Hoax” or “An Actual Bomb Threat”.
TIME	INIT	19. If an evacuation is required by the OPP from the Fire Zone or the Building, follow Code Green procedures
TIME	INIT	20. If an “All Clear” can be called, this should be communicated over the Fire Panel PA System stating “Code Black, All Clear” three times (3x).
TIME	INIT	21. The Acting Incident Manager to follow Post Incident Procedures contained in Appendix 6 of this Policy.

Appendix 2 – Receiving a Verbal Bomb Threat (Telephone) – Checklist Procedure

DATE _____ TIME _____
LOCATION _____ COMPLETED BY _____

Note: This document is reviewed during the Post Incident Debriefing. As each item is completed, record the time and initial when the situation permits.

- Write down everything said by the person
- Pay attention to voice, background noises, and anything you notice
- Write down the number if visible on Call Display

The Acting Incident Manager Shall:

TIME	INIT	ACTIONS
TIME	INIT	1. Remain calm. Try to keep the Caller talking in order to gather as much Information as you can. Use Appendix 7 – Bomb Threat Template.
TIME	INIT	2. Do not put the Caller on hold. Try to keep the person on the line as long as possible.
TIME	INIT	3. Staff are to take notes about the threat and the Caller using the HHHS Bomb Threat Template found in Appendix 6 of this procedure.
TIME	INIT	4. The Staff receiving the call shall write the words “Bomb Threat” on a slip of paper and pass to a co-worker.
TIME	INIT	5. The co-worker notifies the Most Responsible Person in the Department who will assume the role of Acting Incident Manager, until relieved by the Incident Manager (CEO, or designate), and is responsible for coordinating the response and delegating tasks to Staff at the site.
TIME	INIT	6. Call 911 – The Acting Incident Manager immediately notifies the OPP or presses the Panic Button if available
TIME	INIT	7. The Acting Incident Manager shall announce “Code Black”, followed by the Area Affected, and “Verbal Bomb Threat”, three times (3x) on the Fire Panel PA System, if instructed to do so by the OPP. (Written instruction on use of paging system is posted at the Fire Panel as well as in the Emergency Response Manual).
TIME	INIT	8. The Acting Incident Manager will notify Manager On Call at 1-866-856-3253 , and After-hours Security (Haliburton: 705-457-6003 , Minden: 705-935-0133) for search assistance.
TIME	INIT	9. The Acting Incident Manager will set up a Command Center following the Command Center Procedures attached in Appendix 4 of this procedure.

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TIME	INIT	ACTIONS
TIME	INIT	10. The Acting Incident Manager will assign a Search Coordinator. If after-hours, Security assumes the role of Search Coordinator. During business hours, a HHHS Manager will assume the role.
TIME	INIT	11. The Acting Incident Manager will contact IT. The IT Department may be able to trace the phone number if not blocked.
TIME	INIT	12. The Search Coordinator will set up a Search Office in the Command Center. Ensure the area has a working phone and access to a Fax Machine. The Search Coordinator will monitor all search activities from the Search Office in the Command Center.
TIME	INIT	13. If after-hours, Security shall secure the area until the OPP arrive. The suspicious package, if one is found, must not be handled, and left for the OPP. Note: Do not start a search before the OPP arrive.
TIME	INIT	14. If during the day, Maintenance Staff shall secure the area until the OPP arrive.
TIME	INIT	15. The Search Coordinator will prepare the Zone Maps found in Appendix 11 & 12 of this procedure.
TIME	INIT	16. Do not start the search until the OPP arrive. When the OPP arrive, follow their instructions.
TIME	INIT	17. Only with OPP instruction, the Search Coordinator will inform Staff of the threat, and quietly and calmly assign two Staff to search all areas of the Facility using Zone Maps for any suspicious packages. Completed Zone Maps shall be filled in, signed by those searching, and provided to the OPP.
TIME	INIT	18. Staff are to “Visually Only” search their assigned Fire Zones. The Acting Incident Manager shall instruct Staff to “Do Not Touch or Move” any suspicious packages.
TIME	INIT	19. Staff are to mark doors with an “X” using chalk (found in the Emergency Evacuation Kit) to identify the area as being searched and mark the room on the search Zone Map.
TIME	INIT	20. The Acting Incident Manager will set up a Command Center following the Command Center Procedures attached in Appendix 5 of this Policy.
TIME	INIT	21. The Acting Incident Manager and Search Coordinator shall consult with OPP Services to determine the status of the Bomb Threat as a “Hoax” or “An Actual Bomb Threat”.

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TIME	INIT	ACTIONS
TIME	INIT	22. If an evacuation is required by the OPP from the Fire Zone or the Building, follow Code Green procedures
TIME	INIT	23. Based on instruction from OPP, if an “All Clear” can be called, this should be communicated over the Fire Panel PA System stating “ Code Black All Clear ” three times (3x).
TIME	INIT	24. The Acting Incident Manager to follow Post Incident Procedures contained in Appendix 6 of this Policy.

Appendix 3 Checklist Procedure

Procedure for Receiving a Bomb Threat in Person

DATE _____ TIME _____
LOCATION _____ COMPLETED BY _____

Note: This document is reviewed during the Post Incident Debriefing. As each item is completed, record the time and initial when the situation permits.

The Acting Incident Manager Shall:

TIME	INIT	ACTIONS
TIME	INIT	1. Remain calm. The Staff should try to keep the Person talking, in order to gather as much Information as you can.
TIME	INIT	2. Staff should attempt to note as many details as possible. Document as soon as possible following the guidelines in the HHHS Bomb Threat Template at the end of this document, to provide a description of the individual.
TIME	INIT	3. When the person decides to leave, do not attempt to detain them.
TIME	INIT	4. Notify the Most Responsible Person in the department who will assume the role of Acting Incident Manager, until relieved by HHHS Manager (CEO, or designate), and is responsible for coordinating the response and delegating tasks to Staff at the site.
TIME	INIT	5. DO NOT USE CELLPHONES.
TIME	INIT	6. Call 911 using landline phone. The Acting Incident Manager will notify the OPP as soon as possible.
TIME	INIT	7. Do not announce “Code Black” until instructed by the OPP. The Acting Incident Manager is to ask this question during the 911 call.
TIME	INIT	8. Only with OPP instruction, the Acting Incident Manager shall page “ Code Black, Bomb Threat ” three times (3x) over the Fire Panel PA System. (Written instruction on use of Paging System is posted at the Fire Panel as well as in the Emergency Response Manual.)
TIME	INIT	9. The Acting Incident Manager will notify the Manager On Call at 1-866-856-3253 , and After-hours Security (Haliburton: 705-457-6003 , Minden: 705-935-0133) for search assistance.
TIME	INIT	10. The Acting Incident Manager will set up a Command Center following the Command Center Procedures attached in Appendix 4 of this procedure.

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TIME	INIT	ACTIONS
TIME	INIT	11. The Acting Incident Manager will assign a Search Coordinator. If after-hours, Security assumes the role of Search Coordinator. During business hours, a HHHS Manager will assume the role.
TIME	INIT	12. The Search Coordinator will set up a Search Office in the Command Center. Ensure the area is searched for any suspicious packages, and ensure area has a working phone and access to a Fax Machine. The Search Coordinator will monitor all search activities from the Search Office in the Command Center.
TIME	INIT	13. The Search Coordinator will prepare the Zone Maps found in Appendix 11 & 12 of this procedure.
TIME	INIT	14. If after-hours, Security shall secure the area until the OPP arrive. If a suspicious package is found, it must not be handled, and must be left for the OPP. Note: Do not start a search until instructed to do so by the OPP.
TIME	INIT	15. If during the day, Maintenance Staff shall secure the area until the OPP arrive.
TIME	INIT	16. Do not start the search until the OPP arrive. When the OPP arrive, follow their instructions.
TIME	INIT	17. Only with OPP instruction, the Search Coordinator will inform Staff of the threat, and quietly and calmly assign two Staff to search all areas of the Facility using Zone Maps for any suspicious packages. Completed Zone Maps shall be filled in, signed by those searching and provided to the OPP.
TIME	INIT	18. Staff are to “Visually Only” search their assigned Fire Zones. The Acting Incident Manager shall instruct Staff to “Do Not Touch or Move” any suspicious packages.
TIME	INIT	19. Staff are to mark doors with an “X” using chalk found in the Emergency Evacuation Kit to identify the area as being searched and mark the room on the search Zone Map.
TIME	INIT	20. The Acting Incident Manager and Search Coordinator shall consult with OPP Services to determine the status of the Bomb Threat as a “Hoax” or “An Actual Bomb Threat”.
TIME	INIT	21. If an evacuation is required based on instruction from the OPP from the Fire Zone or the Building, follow Code Green procedures.

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TIME	INIT	ACTIONS
TIME	INIT	22. Based on instruction from the OPP, if an “All Clear” can be called, this should be communicated over the Fire Panel PA System stating “ Code Black, All Clear ” three times (3x).
TIME	INIT	23. The Acting Incident Manager to follow Post Incident Procedures contained in Appendix 6 of this Policy.

Appendix 4 – When a Suspicious Package or Object is Found – Checklist Procedure

DATE _____ TIME _____
LOCATION _____ COMPLETED BY _____

Note: This document is reviewed during the Post Incident Debriefing. As each item is completed, record the time and initial when the situation permits.

1. **DO NOT USE CELLULAR PHONES** when a suspicious package or object is found.
2. **DO NOT TOUCH** or **DISTURB** the package or object.
3. If you receive a suspicious package or object, place it gently on a hard, flat surface.

Staff Shall:

TIME	INIT	ACTIONS
TIME	INIT	1. Staff when identifying OR receiving a suspicious package must not disturb or touch the package. Staff are to leave the package in the location found until the OPP arrive. If Staff are holding the package, place gently on a hard, flat surface.
TIME	INIT	2. Staff are to inform the Most Responsible Person of the Department and the Search Coordinator of the discovered suspicious package or object.
TIME	INIT	3. If Staff have come into contact with a suspicious package, they are to keep their hands away from their face and immediately wash their hands. Do not brush any powder or liquid from their clothing or person if transferred from the package.
TIME	INIT	4. Staff are to leave the area, secure the doors and access points if found in corridors or stairwells that lead to the area as much as possible. If Staff have touched the object, have a colleague open the doors until your hands can be washed.
TIME	INIT	5. The Acting Incident Manager or Most Responsible Person of the Department shall contact the Manager On Call (after-hours) or the Director of Facilities & Projects to consult with OPP as to next steps.
TIME	INIT	6. Call 911 – The Acting Incident Manager shall call for OPP assistance if not already done so.
TIME	INIT	7. The Acting Incident Manager (or designate) shall contact Maintenance or Maintenance On Call (after-hours) to turn off fans, heaters, and ventilation in the immediate area.

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TIME	INIT	ACTIONS
TIME	INIT	8. Do not announce Code Black. Do Not Raise Alarm. Do not share the incident information with Staff or other Persons not directly affected until the OPP have arrived to secure the area containing the suspicious package.
TIME	INIT	9. When the OPP arrive, follow their instructions
TIME	INIT	10. The Acting Incident Manager, Search Coordinator and Director of Facilities & Projects shall consult with OPP Services to determine the status of the Bomb Threat as a “Hoax” or “An Actual Bomb Threat”.
TIME	INIT	11. If an evacuation is required by the OPP from the Fire Zone or the Building, follow Code Green procedures
TIME	INIT	12. If the package is suspected as Contraband, toxic, or biological, support the OPP on the incident and the OPP will confiscate the package.
TIME	INIT	13. Based on instruction from the OPP, if an “All Clear” can be called, this should be communicated over the Fire Panel PA System stating “ Code Black, All Clear ” three times (3x).
TIME	INIT	14. The Acting Incident Manager to follow Post Incident Procedures contained in Appendix 6 of this Policy.

Appendix 5 – Command Center During Bomb Threat – Checklist Procedure

DATE _____ TIME _____
LOCATION _____ COMPLETED BY _____

Note: This document is reviewed during the Post Incident Debriefing. As each item is completed, record the time and initial when the situation permits.

The Acting Incident Manager Shall:

TIME	INIT	ACTIONS
TIME	INIT	1. The Acting Incident Manager must assess the situation with the Ontario Provincial Police and establish a Command Center.
TIME	INIT	2. Based on instruction from the OPP, the Acting Incident Manager shall announce the location of the Command Center over the Fire Panel PA System, and assign Command Center Roles to Staff (See Emergency Response Manual for Command Center Job Action Sheets).
TIME	INIT	3. The Acting Incident Manager will contact Manager On Call to issue the Code Black message to all Managers, activate the Managers Fan Out List, and inform the other HHHS Sites of Code Black.
TIME	INIT	4. The Manager On Call will contact HHHS Managers to suspend all Clinics and Programs until the threat is resolve, and the OPP have authorized the announcement of “All Clear”.
TIME	INIT	5. The Acting Incident Manager will remain in constant communication with the Search Coordinator for updates on the search.
TIME	INIT	6. The Acting Incident Manager will advise the OPP when any suspicious package has been found and will follow the OPP directions.
TIME	INIT	7. If a suspicious package is found, The Acting Incident Manager must consider the need to Evacuate the Facility following Code Green procedures with the OPP. Do not enter the building until the OPP advise that it is safe to do so.
TIME	INIT	8. If an “ All Clear ” is called by the OPP, this will be communicated physically throughout the areas of the Facility. The Fire Panel PA System will not be used to announce “ All Clear ” until after the Police have physically done so in person to each unit affected. This is to protect against potential false “All Clear” announcements over the PA System by the Assailant.
TIME	INIT	9. The Acting Incident Manager will monitor the conditions closely to identify opportunities to start planning a phased approach to restore services with the CEO (or designate).

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TIME	INIT	ACTIONS
TIME	INIT	10. The Acting Incident Manager to follow Post Incident Procedures contained in Appendix 6 of this Policy.
TIME	INIT	11. The Acting Incident Manager will coordinate with the CEO (or delegate) and for any Employee, Media or Community Relations communication. The Acting Incident Manager will remain in communication with the CEO (or delegate) throughout and at closure of event. (This will include any updates to all Social Media and Websites.)

Appendix 6 – Recovery & Post-Incident Debrief – Checklist Procedure

DATE _____ TIME _____
LOCATION _____ COMPLETED BY _____

Note: This document is reviewed during the Post Incident Debriefing. As each item is completed, record the time and initial when the situation permits.

The Acting Incident Manager Shall:

TIME	INIT	ACTIONS
TIME	INIT	1. Upon conclusion of the incident, the OPP will announce “All Clear” physically throughout the areas of the Facility. The Fire Panel PA System will not be used to announce “All Clear” until after the Police have physically done so in person to each unit affected. This is to protect against potential false “All Clear” announcements over the PA System by the Assailant.
TIME	INIT	2. The Acting Incident Manager will work closely with the CEO (or designate) with implementing the phased approach to implementing services and allowing Staff to re-enter the building. Priority is to be given to Patient and Residents who are having problems and require treatments that are time sensitive.
TIME	INIT	3. The Command Center Team working with the Executive Leadership Team will establish a timeline for restoring normal services once the priority services have been re-introduced.
TIME	INIT	4. The CEO (or designate) will communicate the timeline for All Staff to return to normal operations.
TIME	INIT	5. The Command Center Team will collect all Zone Maps, Code Checklists, Event logs and Job-Action sheets for Post-Incident Debrief, and forward to the Acting Incident Manager.
TIME	INIT	6. Affected Patients, Residents, Clients, Visitors, and Staff, particularly those in the immediate vicinity of the incident, may require Critical Incident Stress De-briefing. Arrangements should be made for this service with the support of the CEO and Manager of Human Resources.
TIME	INIT	7. The CEO (or designate) needs to prepare for an After Action debriefing involving all Staff involved within 2-days or as soon as can be organized.
TIME	INIT	8. The CEO and Executive Leadership Team shall arrange a Post-Incident Debrief within 10 business days of return to normal operations. The Debrief shall include: Executive Leadership Team, Acting Incident Manager(s), Search Coordinator and Director of Facilities & Projects

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TIME	INIT	ACTIONS
TIME	INIT	9. The Debrief shall include a review of all Command Center incident documentation, Code Black procedures, and communications.
TIME	INIT	10. The Director of Facilities & Projects will complete a Post Incident Report summarizing the Bomb Threat incident, return to normal operations, and Code Black procedure learnings for review by the Executive Leadership Team within 30-days of return to normal operations.

Appendix 7 – Bomb Threat Telephone/Questionnaire/Report

Code Black Threat Report			
Time call received:		Date:	
Exact words of the caller:			
Ask the caller			
Re: Bomb		Re: Terrorism/Bioterrorism	
Where is the bomb right now?		What kind of an item is it?	
What kind of bomb is it?		What does it do?	
What does it look like?		Where is the item right now?	
Why did you place the bomb?		What does it look like?	
When is the bomb going to explode?		Why did you place the item?	
What is your name?		What is your name?	
Description of the Caller's Voice			
Male	Female	Young	Middle-Aged
Accent/Language:		Nationality of Accent:	
Tone of Voice:		Time the caller hung up:	
Background Noise:			
Manner:			
Is the voice familiar?		Who did it sound like?	
Other Characteristics:			
Notification of Authorities – Who was notified?			
Time	Name	Time	Name
Remarks:			

Appendix 8 – Observation Guide – Bomb Threat Caller Characteristics

Caller's voice:

Calm	Soft	Crying	Normal	Deep breathing
Angry	Loud	Slurred	Raspy	Cracked voice
Excited	Disguised	Nasal	Deep	Familiar
Slow	Dialect	Stutter	Ragged	Distinct
Rapid	Laughter	Accent	Clearing throat	Other

Background Noise:

Street noises	Static	House noises	Voices	Long distance
Animal noises	Music	Office machinery	PA System	Booth
Clear	Motor	Factory machinery	Local	Other

Threat Language:

Well spoken (educated)	Irrational	Taped	Other
Foul	Incoherent	Message read by threat maker	

Remarks/Comments:

Appendix 9 – Observation Guide – Standard Physical Description of Person Making a Bomb Threat

Car?	Make/Model		Plate #:			
Sex	Male	Female				
Age (estimate)	<15	16-21	22-30	30-40	40-50	60>
Height (estimate)	<5'0	5'1" – 5'5"	5'6" – 5'11"	6'0>		
Build	Slender	Medium	Heavy	Muscular		
Race	White	Asian	Latin	Black	Indigenous	Other Pacific Islander
Hair Colour	Blonde	Red	Brown	Black	Gray	Dyed
Hair Style	Bald/Partly Bald	Short	Medium	Long		
	Well-kept	Unkempt	Curly	Straight		
Eyes	Blue	Gray	Brown	Green	Black	
Glasses?	Yes	No				
Scars, Moles, Birthmarks	Locations / Descriptions					
Teeth	Protruding	Good	Irregular	Decayed	Braces	Missing
Speech	Soft	Loud	Refined	Vulgar	Accent	Lisp
Dress	Neat	Well-dressed	Rough	In uniform		
Tattoos?	Location(s) on body	descriptions of design(s)	predominant colours			
Piercings?	Face	Ears	Nose	Mouth		
Mustache or Beard?	Short Beard	Long Beard	Moustache	Clean Shaven		
Nationality	If known					
Jewellery?	Rings	Bracelets	Necklaces			
Comments:						

Appendix 10 – Search Guidelines

Zone Searches

Effective searches are best conducted by Staff who work in a particular area and are familiar with the environment. Area Staff are better able to recognize an object that is unusual or out of place.

When searching a room or hallway proceed in an organized and systematic manner using a two-person team. Search results are to be documented on the Zone Maps and floor plans and provided to the Search Coordinator.

- Upon entry into a room, stand quietly and listen, identify any unusual background noises and their sources.
- Divide the area in half. Start back-to-back at one end of the room at the dividing point and walk away from each other searching along the walls, from the floor to hip height. When you meet at the opposite end of the room work together to check all items in the middle of the room from the floor to hip height. Look for anything unusual or out of place (packages, boxes, luggage, pipes, etc.).
- Complete a second sweep of the room focusing on the area from hip height to chin.
- Complete a third sweep of the room, focusing on the area from chin to the ceiling. If necessary, check above the ceiling.
- Do not blindly sweep under beds or desks.
- Do not empty waste receptacles or disturb the contents; only perform visual inspections.
- Be alert to unidentified containers or work-related equipment (such as briefcases, gym bags, cardboard boxes, tool boxes, unused laboratory equipment and construction materials/waste) are items that may be considered suspicious, especially when left unattended or without appropriate markings.
- It is important for Staff to exercise sound judgment. A suspicious package or envelope received by mail or courier could include one or a combination of the following indicators:

BOMB THREAT MAIL or SUSPICIOUS PACKAGE (LEAKING OR POWDER)

Keys to recognizing packages and letters which should not be opened may include, but are not limited to:

- Unusual or unexpected point of origin
- Unusually restrictive markings (e.g., “Personal”, “To be opened only by”, “Fragile”, “Rush”, “Do not delay delivery”)
- Excessive weight or thickness for envelope or package size
- Cut and paste lettering or improvised labels
- Unusual odors
- Inaccuracies in address or titles
- Titles but no names
- Obviously disguised writing
- Hand written or poorly typed addresses
- Misspelling of common words
- Excessive postage
- Protruding wires or tin foil
- Excessive securing material, such as masking tape, string, etc.
- Lopsided or uneven letters and parcels
- Indecipherable or no return address
- Return address and postmark are not from the same area
- The feel of springiness, metallic components or stiffness in letters
- Oily or greasy stains on packaging
- Is there a power substance on or leaking from the package?

Appendix 11 – Panic Button Locations & Details

Call List:

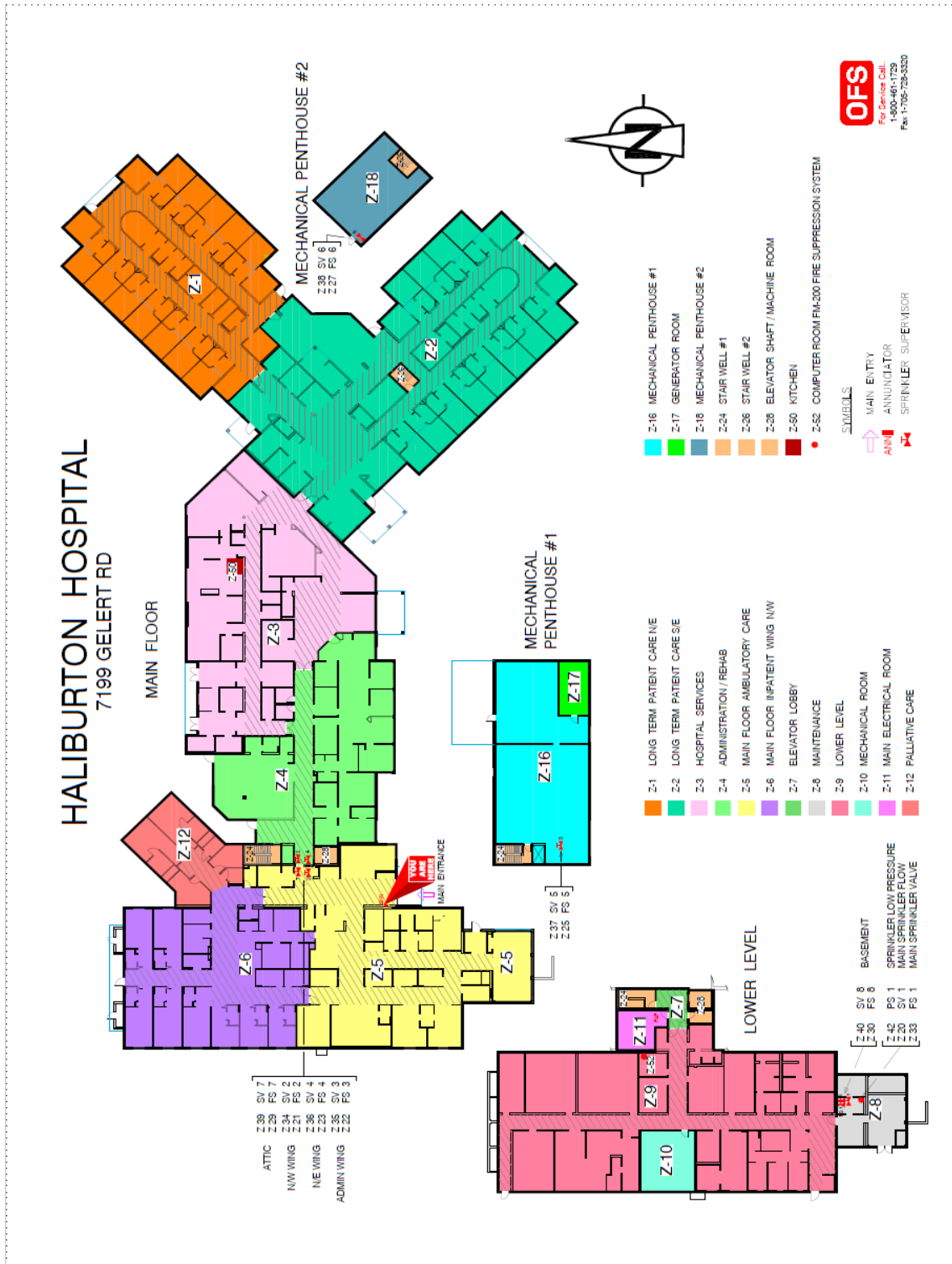
Police Department	(613) 329-1835
Fire Department	(705) 457-2323
ER Department	(705) 457-1721
TAS Paging (Manager On Call)	(866) 856-3253

Notes:

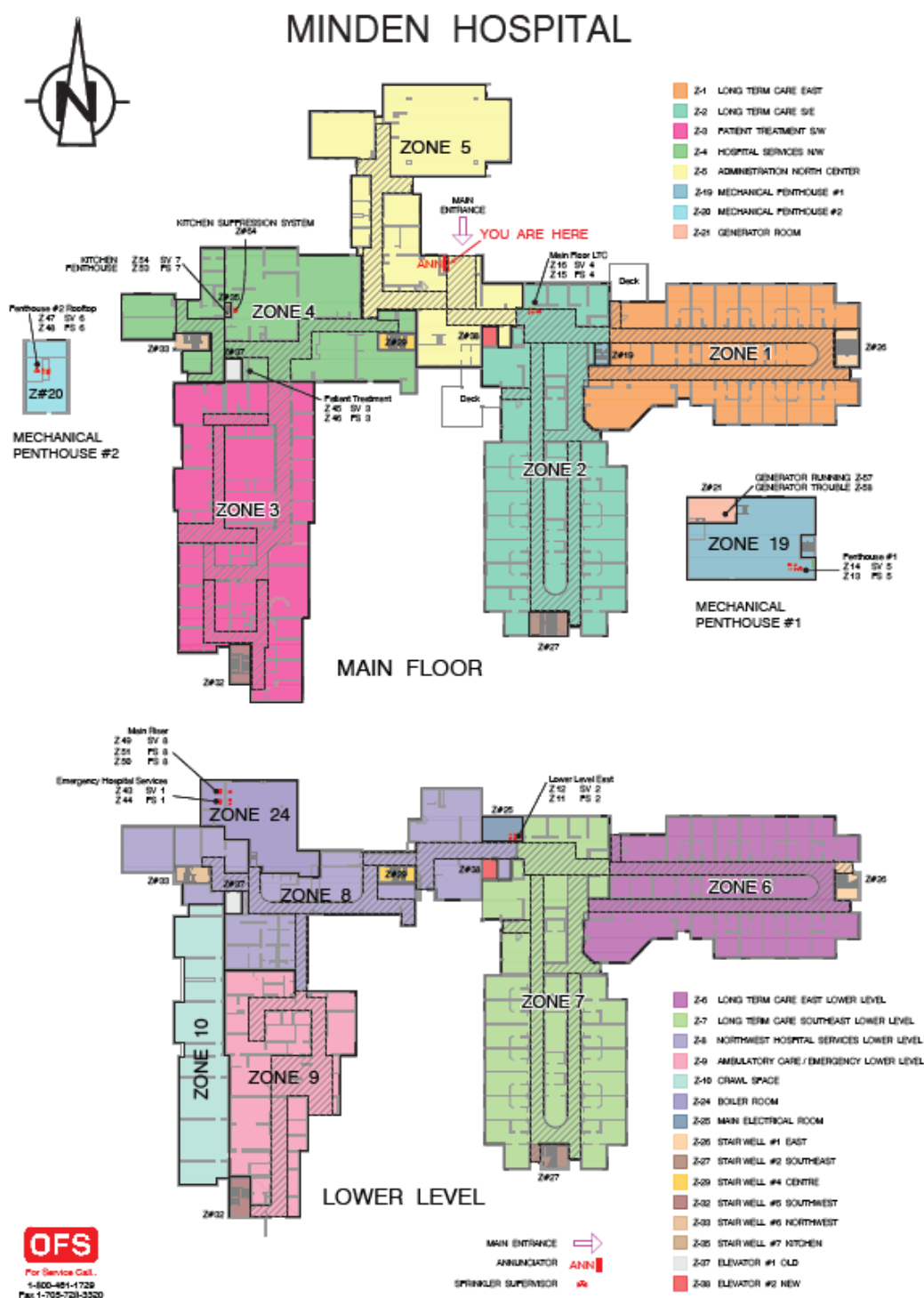
1. Desk Buttons are hard wired devices to the Security Panel.
2. Wireless Pendants communicate on 433MHz radio frequency proprietary to all Security Devices

Haliburton		
Location	Type	Quantity
Business Reception	Desk Button	1
Foundation Office	Desk Button	1
Telemedicine Office	Desk Button	1
Health Records Office	Desk Button	1
CEO Office	Desk Button	1
Executive Assistance Office	Desk Button	1
Acute Nurse Station	Desk Button	1
ER Triage Desk	Desk Button	1
ER Area	Wireless Pendant	4
Business / LTCH Screening Desk	Wireless Pendant	2
X-Ray	Wireless Pendant	1
Acute Area	Wireless Pendant	2
Minden		
Location	Type	Quantity
ER Triage Desk	Desk Button	1
ER Doctor's Office	Desk Button	1
X-Ray	Desk Button	1
X-Ray	Wireless Pendant	1
CEO Office	Desk Button	1
Foundation Office	Desk Button	1
Business Office	Desk Button	1
ER Area	Wireless Pendant	2
LTC Screening Desk	Wireless Pendant	1
Director's Office (spares)	Wireless Pendant	2

Appendix 12 – HHS Haliburton Zone Map



Appendix 13 – HHHS Minden Zone Maps



Appendix 14 – Emergency Evacuation Kit Contents

Emergency Evacuation Kit Contents		Quantity
<input type="checkbox"/>	Small Flashlights	4
<input type="checkbox"/>	Headlamp	1
<input type="checkbox"/>	Identification Vests	4
<input type="checkbox"/>	Name tags	1 pack
<input type="checkbox"/>	Masking tape	1
<input type="checkbox"/>	Flagging tape	1
<input type="checkbox"/>	Caution tape	1
<input type="checkbox"/>	Coloured chalk	1 box
<input type="checkbox"/>	White chalk	1
<input type="checkbox"/>	Clipboards	2
<input type="checkbox"/>	Markers/pens	1 bag
<input type="checkbox"/>	Triage Tags	1 pack
<input type="checkbox"/>	Emergency Preparedness & Response Manual	1
<input type="checkbox"/>	First Aid Kit	1
<input type="checkbox"/>	Search Kit	1
Search Kit Contents	<input type="checkbox"/> “Searched” Flyers	2 sheets
	<input type="checkbox"/> Minden or Haliburton Detailed Zone Maps	1 doc
	<input type="checkbox"/> Whistles	1 pack