



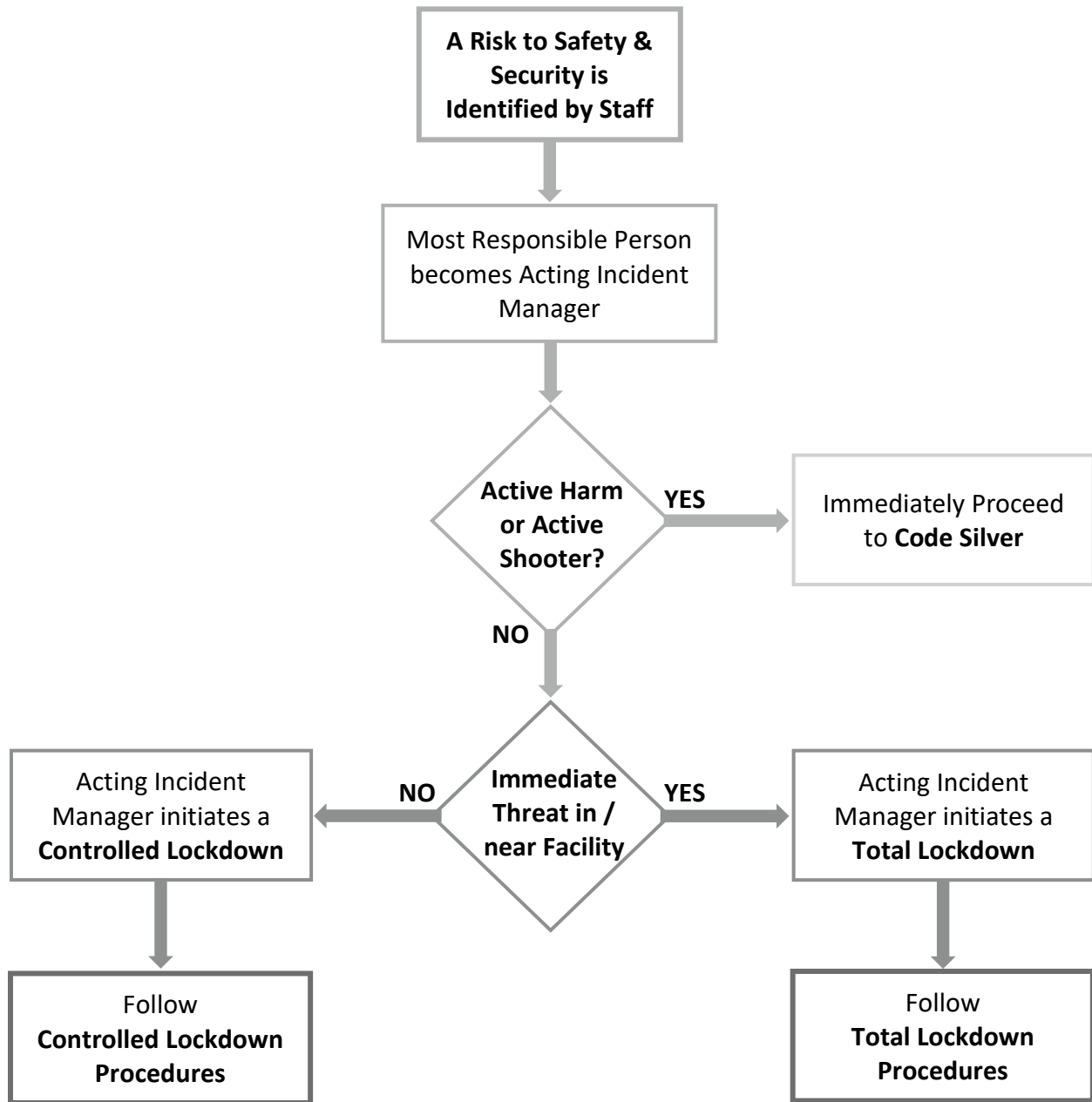
CODE LOCKDOWN

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	Executive Leadership Team	June 28, 2022
Approved By:	President & CEO Director of Facilities & Projects	

Haliburton Highlands Health Services
Emergency Preparedness & Response Manual

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Lockdown – Algorithm



Code Lockdown

Policy – Lockdown

The policy of Haliburton Highlands Health Services (HHHS) is to ensure the safety and well-being of Patients, Residents, Clients, Visitors, and Staff. In the event of a security or safety threat, HHHS Facilities may be required to be locked down and secured. This policy is designed to keep Patients, Residents, Clients, Visitors, and Staff safe within the building or keep intruders and unauthorized persons from entering.

LOCKDOWN procedures are required when building occupants are required to take refuge in a secure location (e.g., in offices), and are usually initiated when it is unsafe to evacuate the building. They are usually associated with unauthorized personnel gaining access to the premises.

A lockdown in an emergency situation isolates Patients, Residents, Clients, Visitors, and Staff from danger by requiring everyone to remain inside the building. LOCKDOWN procedures are invoked in situations which constitute life threatening events, and where a Facility evacuation is could be fatal.

The Chief Executive Officer or Acting Incident Manager will initiate lockdown of one or all of HHHS Sites as required for an emergency situation when occupants cannot be safely evacuated. Specific procedures keep Patients, Residents, Clients, Visitors, and Staff safe in the event of a violent incident or act of terrorism.

Risk Factor as follows should be considered when implementing a LOCKDOWN:

- Past occurrences at the Facility or similar type of facility
- Past occurrences at neighboring facilities
- Proximity of the Facility to potential risk areas (schools, courts, etc.)
- Direction of the Ontario Provincial Police (OPP)

LOCKDOWN procedures should never interfere with the Occupants' abilities to evacuate buildings promptly, should the circumstance warrant it.

LOCKDOWN drills will be held and documented annually. The LOCKDOWN drill will replicate a hypothetical LOCKDOWN circumstance, and lasts until the Manager of the drill declares it to be complete. Managers and supervisors are knowledgeable about the LOCKDOWN policy when LOCKDOWN is necessary and how to assist.

There are three types of Lockdown:

1. Shelter in place
2. Hold and secure
3. LOCKDOWN

Definitions

Shelter in Place – This type of lockdown is normally referred to when an environmental threat is present outside and it is not possible or advisable to evacuate the Facility. This type of action is normally in response to a Code Grey air contaminant or extreme weather outside the building, and keeping persons from unnecessarily putting themselves in danger.

Hold and Secure – This type of **Controlled Lockdown** is used when a security or physical threat is present outside of the Facility or in the neighbourhood, and prevention measures need to be enacted to:

- Protect individual(s) from leaving the Facility and entering into an area of danger, or
- Prevent the threat from entering the Facility.

This event is normally communicated to Staff by the Ontario Provincial Police (OPP) or Emergency Responders, and is the responsibility of the Acting Incident Manager to communicate to the rest of the Patients, Residents, Clients, Visitors, and Staff. Staff should be aware of what is going on inside the building and the reason for the LOCKDOWN but continue with their normal day activities.

Total Lockdown – A Total Lockdown is used in a serious emergency situation where the danger is in the building or where the danger exists immediately outside the Facility. A lockdown minimizes access, visibility, and shelters Patients, Residents, Client, Visitors and Staff in secure locations. This type of Lockdown is used when the physical threat is already in the Facility and measures need to be enacted to:

- Prevent the threat from accessing areas/assets being threatened;
- Protect people from entering areas where the threat may be present; and,
- Protect people from remaining in areas where the threat may be moving to.

Weapon – The Criminal Code defines a weapon as “anything used, designed to be used or intended for use: in causing injury or death to any person, or for the purpose of threatening or intimidating any person. And, without restricting the generality of the foregoing, includes a firearm”.

Active Harm – A situation where an individual is actively engaged in injuring or attempting to injure people in a confined and populated area with a use of a weapon.

Active Shooter – An individual actively engaged in injuring or attempting to injure people in a confined and populated area; in most cases, Active Shooters use firearm(s), and there is no pattern or method to their selection of victims.

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 per year to review Lockdown Procedures, the Emergency Response Manual, 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 Lockdown and a review of the Lockdown procedures annually
- The Director of Facilities & Projects will be accountable for the training of Lockdown with a focus on Security and Maintenance Staff knowledge as designates to the Director of Facilities & Projects
- Select drills 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 with 10-days of an event being over, and provide a report summarizing the event to the HHHS Management Committee and Joint Health & Safety Committee.
- The Director of Facilities & Projects will review with Security Services for input, awareness and preparedness.

Employee Responsibilities

- Security and Maintenance Staff are identified as designates to the Director of Facilities & Projects, and need to be knowledgeable and provide leadership of Lockdown procedures 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 shall follow OPP and Emergency Responder instructions when they arrive
- 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

- Be educated in Lockdown Procedures and aware of their documentation location.
- Participate in training, drills and respond to Fire Panel PA System instructions.
- Direct police to the location
- Secure area and assist in locking all exterior doors and exterior windows
- Security Staff, or designates, will report to the main entrance to escort police to the Incident Command Center, if safe to do so.
- If assigned by the OPP, assist in any searches including all Public Areas, stairwells, elevators, etc.

Police Services

Law Enforcement (OPP) are the primary Responders, will secure the site and assume control in any LOCKDOWN response. Police Officers may be wearing uniforms, tactical gear, and will be armed with weapons, chemical irritants, and other incapacitating devices. The OPP may shout commands and push individuals to the ground for their safety.

Do not interfere with the Police Officers by delaying or impeding their movements, and do not present yourself as a threat. Officers will not stop to assist injured individuals. Rescue Teams may follow the initial Officers when safe to do so.

If you encounter a police officer, drop any items in your hands and immediately raise your hands and keep them visible at all times. Remain calm and follow their instructions.

Appendices / Links

Appendix 1 – Controlled Lockdown – Algorithm

Appendix 2 – Checklist Procedure – Hold & Secure for a Controlled Lockdown

Appendix 3 – Total Lockdown – Algorithm

Appendix 4 – Checklist Procedure – Total Lockdown

Appendix 5 – Checklist Procedure – Command Center during a Lockdown

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

Appendix 7 – Panic Button Location & Details

Appendix 8 – Emergency Evacuation Kit Contents

References

Ontario Northumberland Hills Hospital, **Hospital Lockdown Policy**, July 2019

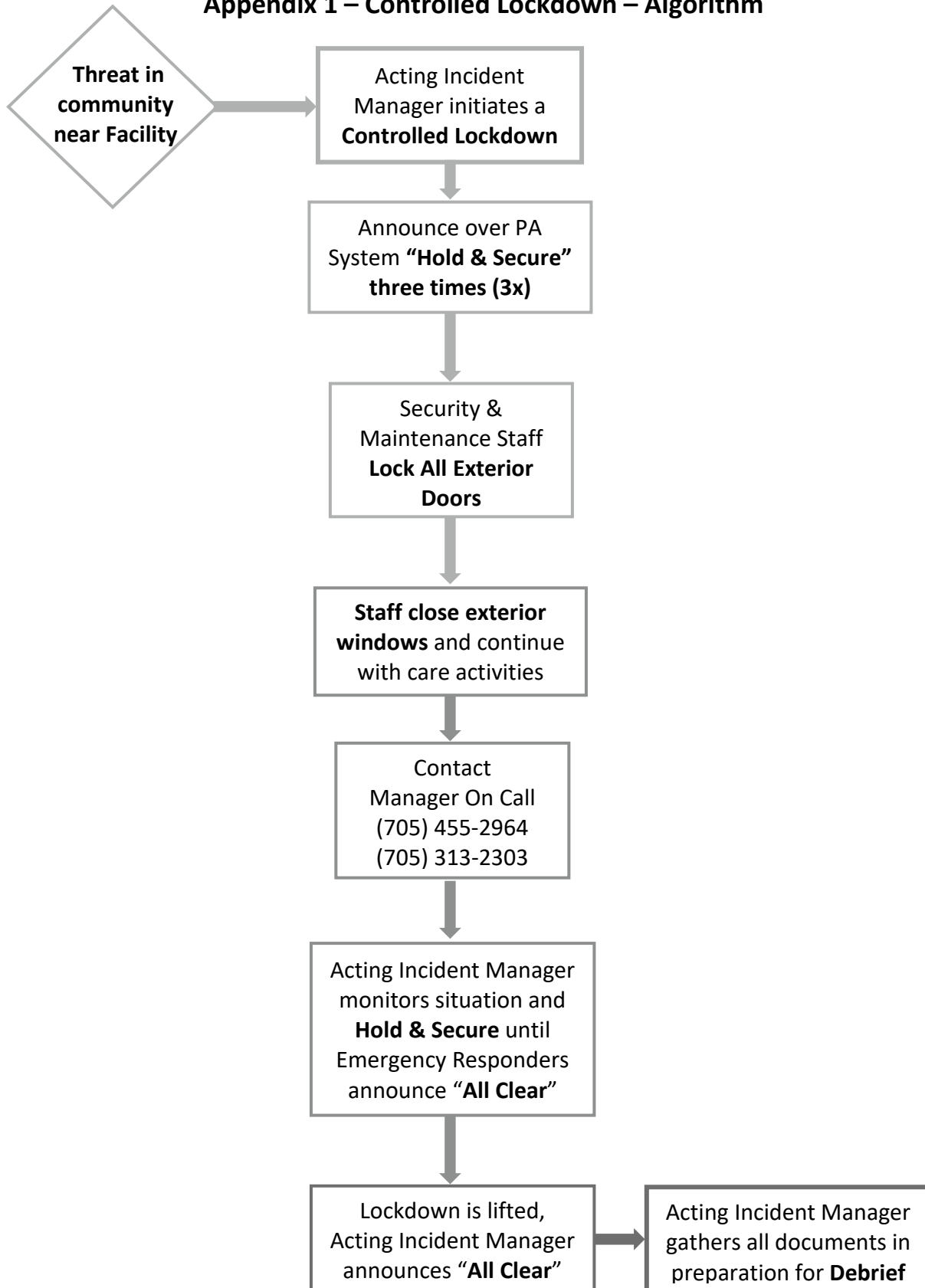
California Hospital Association, Planning Topics

<https://www.calhospitalprepare.org/planning-topics>

California Hospital Association. Active Shooter: Planning and Response.

Retrieved: https://www.calhospitalprepare.org/sites/main/files/file-attachments/as_active-shooter-planning-and-response-in-a-healthcare-setting_1.pdf

Appendix 1 – Controlled Lockdown – Algorithm



Appendix 2 – Hold & Secure for a Controlled Lockdown – 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.

Anyone can initiate a Controlled Lockdown by speaking to the Most Responsible Person on the Site.

The determination to declare a total lockdown will be at the discretion of the Most Responsible Person in the building: CEO or designate, Director/Manager, Charge Nurse of the respective unit or Security after-hours depending on the situation.

The Most Responsible Person assesses the emergency situation and determines the need to declare a controlled or total lockdown. Declarations of lockdowns may be made in respect to and in conjunction with local or federal public health officials and/or first responders.

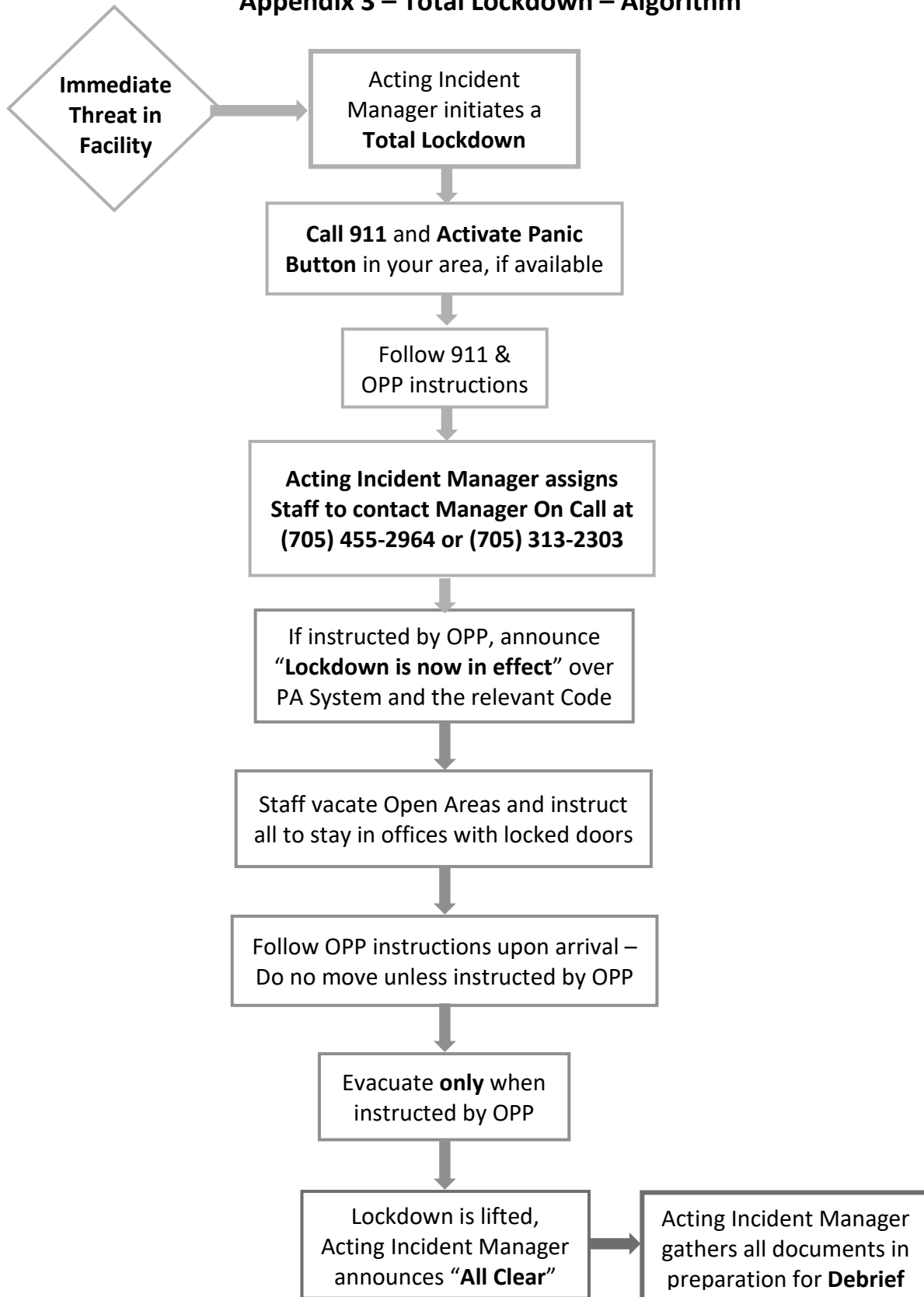
All Staff Shall:

TIME	INIT	ACTIONS
TIME	INIT	1. Staff are informed of an event affecting the Community or outside the Facility – this is typically communicated to Staff by the OPP or Emergency Responders. Staff are to obtain contact information for future communication and instructions.
TIME	INIT	2. Notify the Most Responsible Person in the building. This person becomes the Acting Incident Manager.
TIME	INIT	3. If the security risk is Active Harm or Active Shooter, immediate follow Code Silver procedures.
TIME	INIT	4. The Acting Incident Manager will communicate the Hold & Secure and the rationale over the Fire Panel PA System three times (3x) and any subsequent updates.
TIME	INIT	5. Security or Maintenance Staff will determine the safest method and proceed to immediately lock exterior doors to prevent unauthorized persons from entering the building.
TIME	INIT	6. It is the responsibility of the Acting Incident Manager to communicate to the rest of the Patients, Residents, Clients, Visitors, and Staff. Staff should be aware of what is going on inside the building, and the reason for the Controlled Lockdown or Hold & Secure

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TIME	INIT	ACTIONS
TIME	INIT	7. Staff are to remain calm and take direction from the Acting Incident Manager. Staff are to continue with their normal activities and attention to any communication.
TIME	INIT	8. Staff are to close all exterior windows in their area.
TIME	INIT	9. If after-hours, The Acting Incident Manager shall assign Staff to contact Security and Manager On Call at (705) 455-2964 or (705) 313-2303.
TIME	INIT	10. The Acting Incident Manager shall monitor the situation, stay in communication with Emergency Responders, and keep the Executive On Call and Manager On Call informed.
TIME	INIT	11. The Acting Incident Manager will instruct Staff to remain in Hold & Secure until the Emergency responders communicate the emergency situation has been lifted.
TIME	INIT	12. Once the Hold & Secure Lockdown has been lifted, the Acting Incident Manager shall announce an “All Clear” over the Fire Panel PA System three times (3x).
TIME	INIT	13. The Acting Incident Manager will inform The CEO or Executive On Call or designate an explanation of why and when the lockdown was initiated.
TIME	INIT	14. The Acting Incident Manager or designate must take notes and document all activities, and make arrangement to debrief following the “Recovery & Post-Incident Debrief” procedures found in Appendix 6.

Appendix 3 – Total Lockdown – Algorithm



Appendix 4 – Total Lockdown – 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.

Anyone can initiate a Total or Controlled Lockdown by speaking to the Most Responsible Person on the Site.

The determination to declare a Total Lockdown will be at the discretion of the Most Responsible Person in the building: CEO or designate, Director/Manager, Charge Nurse of the respective unit or Security after-hours depending on the situation.

The Most Responsible Person assesses the emergency situation and determines the need to declare a Controlled or Total Lockdown. Declarations of lockdowns may be made in respect to and in conjunction with local or federal public health officials and/or first responders.

The Most Responsible Person in the building will ensure a Total Lockdown is implemented by:

TIME	INIT	ACTIONS
TIME	INIT	1. Staff shall Activate any Panic Buttons where accessible. These notify OPP directly.
TIME	INIT	2. Notify the Most Responsible Person in the building. This person becomes the Acting Incident Manager.
TIME	INIT	3. Call 911 - Do Not Pull the Fire Alarm. Any Staff can call 911 to notify the OPP, remain on the call, follow the Operator’s instruction, stay as quiet as possible, and provide any information on the danger.
TIME	INIT	4. If the security risk is Active Harm or Active Shooter, immediate follow Code Silver procedures.
TIME	INIT	5. If after-hours, The Acting Incident Manager shall assign Staff to contact Security and Manager On Call at (705) 455-2964 or (705) 313-2303.
TIME	INIT	6. The CEO, Executive On Call or Manager On Call will discuss the need for a Command Center and follow the “Command Center during a Lockdown” procedures found in Appendix 5.
TIME	INIT	7. The Assigned Staff will maintain telephone contact at all times with the CEO (or designate) for updates and instructions.
TIME	INIT	8. The Acting Incident Manager and Security (after-hours) or Maintenance Staff during the day will consult with the OPP on instructions prior to OPP arrival.

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TIME	INIT	ACTIONS
TIME	INIT	9. Security or Maintenance Staff are to immediately lock specified doors to prevent unauthorized persons from entering the building.
TIME	INIT	10. The Acting Incident Manager shall consult with OPP to determine the safest manner to communicate the Total Lockdown internally to the organization.
TIME	INIT	11. If OPP and CEO (or designate) agree and it is safe to do so, the Acting Incident Manager will announce over the Fire Panel PA System three times (3x): <p style="text-align: center;">“A Lockdown is now in effect.”</p> Including further communication regarding the lockdown will be in accordance with the specific code (e.g., Code Gray, Code Green, and Code Silver).
TIME	INIT	12. Patients, Residents, Clients, Visitors, and Staff must stay in their office or area in which they are located at the time of the Lockdown announcement, and lock the doors. Turn lights off in the offices, close blinds, and avoid all windows to prevent visibility from the outside. Keep everyone facing away from glass and doors, windows, and open or exposed situations where possible Staff in each room shall document names of all people in each room
TIME	INIT	13. Patients, Residents, Clients, Visitors, and Staff in open areas should be brought to the safest location and lock the doors. All Patients, Residents, Clients, Visitors, and Staff should be moved to the safest area of the building away from the outside situation; the safest area will depend on the situation, but will normally be as far away as possible from the emergency situation Staff in each room shall document names of all people in each room
TIME	INIT	14. UPON ARRIVAL OF POLICE Police must approve all movement throughout the building & site, until the Lockdown has been cleared. This includes responding to other codes and Patient, Resident, and Client care needs.
TIME	INIT	15. Police Officers will be responding with the intent to use a required level of force to diffuse the situation. Ensure you do not present yourself as a threat to them. Staff are not to interfere with the Police Officers by delaying or impeding their movements. The Police are there to stop the threat as

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TIME	INIT	ACTIONS
		soon as possible. Police Officers will proceed directly to the area the assailant was last seen or heard.
TIME	INIT	<p>16. Follow the OPP instructions. If instructed by the OPP, evacuate the location.</p> <p>Once you have reached a safe location you will likely be held in that area by Police until the situation is under control and all witnesses have been identified and questioned. Do not leave the safe location until Police have instructed you to do so.</p>
TIME	INIT	<p>17. The Acting Incident Manager or designate must take notes and document all activities, and make arrangement to debrief following the “Recovery & Post-Incident Debrief” procedures found in Appendix 6.</p>

Appendix 5 – Command Center During a Lockdown – 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.

At least a partial activation of the Command Center is desirable during a LOCKDOWN, assuming that the circumstances make it safe to do so. At a minimum, the Acting Incident Manager, Public Information, Liaison, Logistics and Scribe roles will be required. The purpose of the Command Center will be to coordinate activities in support of the Police operation, and to oversee a return to normal operations when the incident is concluded. The use of informal Command Center staff and an improvised location may be required. The Command Center is responsible for notifying the governing bodies when the hospital has been placed on redirect and coordinating resources and Patient, Resident, and Client care.

Upon being notified of a LOCKDOWN in progress, the Command Center Team will immediately take the following actions:

TIME	INIT	ACTIONS
TIME	INIT	1. During normal business hours, the CEO (or designate) will consider the need to activate the Command Center, and commence activation, if it is safe to do so. Retrieve the Command Center Kit from the Business Office.
TIME	INIT	2. Outside of normal business hours, the Manager On Call will consider the need to activate the Command Center, and will commence activation, if it is safe to do so.
TIME	INIT	3. The Command Center (CEO or Manager On Call) will follow OPP Instructions.
TIME	INIT	4. The Acting Incident Manager may be relieved by the CEO or designate. In some circumstances, returning to the Facility may be unsafe – in these cases, the Acting Incident Manager will remain in charge of the situation, supported by the CEO or designate by telephone (if possible).
TIME	INIT	5. The Command Center (CEO or Manager On Call) will notify the Management Team members, but should be directed not to return to the Facility, as this is potentially unsafe. They should remain at a number where they can be updated periodically by telephone.
TIME	INIT	6. The Command Center (CEO or Manager On Call) will ensure that local the Fire Department and Emergency Responders are notified if it is necessary to put the Hospital on redirect.

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TIME	INIT	ACTIONS
TIME	INIT	7. Maintenance and Staff will be contacted by the Command Center (CEO or Manager On Call) to provide a safe perimeter to the best of their ability and as is safe to do so, as well as following OPP instructions to prevent Visitors and Staff from entering area during a LOCKDOWN. A log must be kept of people entering and leaving the site.
TIME	INIT	8. All traffic in and out of the SITE will be limited. Any suspicious activity should be reported immediately to the Command Center, Security, or the OPP. A log will be kept of any persons allowed access to the site by Police.
TIME	INIT	9. Under the Command Center’s instructions, Patients, Residents, Clients, and Visitors will be given limited information of the Incident. The Most Responsible Person in each area will assure them of the safety measures being taken on their behalf.
TIME	INIT	10. No one will speak to the media except the CEO or designate.
TIME	INIT	11. Upon conclusion of the Incident, the OPP will announce “ LOCKDOWN 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.

Appendix 6 – Recovery & Post-Incident Debriefing – 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 resolution of the Incident will be the decision of the Police. When the situation has been resolved and under instruction of the Police,

The Command Center (CEO or designate) should immediately:

TIME	INIT	ACTIONS
TIME	INIT	1. Police will advise the CEO or designate (Director/Senior Manager On Call, or designate) when it is safe to end the Lockdown.
TIME	INIT	2. When instructed to do so by the OPP, Page “ Lockdown, All Clear ” three times (3x) on the overhead paging system.
TIME	INIT	3. The Command Center (CEO or designate) will instruct to open the doors only when the “ all clear ” is given by Emergency Responders.
TIME	INIT	4. In the event that the subject is uninjured, they will be taken into Police custody and removed from the building.
TIME	INIT	5. In the event that the subject is injured, they will be taken into Police custody and then treated by medical staff accordingly.
TIME	INIT	6. In the event that the subject has been killed by Police, they will be left at the Site for the purposes of investigation of the shooting. This may deny access to the location for a period of hours or days. Any Patients, Residents, Clients, or services in the affected area may need to be systematically and carefully relocated to another part of the Facility, under Police supervision, so as not to inadvertently disturb any physical evidence.
TIME	INIT	7. Upon completion of the Police investigation, the body of the subject will be removed by the Coroner.
TIME	INIT	8. Police will advise when the area can be cleaned and returned to normal operations.
TIME	INIT	9. The Command Center (CEO or Manager On Call) will issue a communication of “ All Clear ” to All Staff and Physicians.
TIME	INIT	10. The Command Center (CEO or Manager On Call) will determine the plan for normal service.

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TIME	INIT	ACTIONS
TIME	INIT	11. 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	12. The Acting Incident Manager(s) (per Area) must collect all documentation of the Incident, including Event Logs, Situation reports, etc., and forward to the CEO for storage against future need.
TIME	INIT	13. 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	14. The CEO and The Acting Incident Manager(s) (per area affected) must complete an After Action Report, including any errors, gaps, or omissions identified, and any recommendations.
TIME	INIT	15. The CEO shall schedule a formal Post Incident Debriefing, and involve Managers and external parties who have relevant knowledge and experience of the incident including: participating Emergency Responders, OPP, Municipal and/or County agencies, within 10 business days of the incident stand down.
TIME	INIT	16. The Director of Facilities & Projects, with assistance from the CEO, will prepare a final report on the incident, including all key learnings, recommendations, and other corrective actions and action plans, and will furnish this to the Management Team within 30-days of conclusion of the incident.
TIME	INIT	17. The Director of Facilities & Projects must incorporate the final recommendations into the Emergency Response Plan.

Appendix 7 – Panic Button Locations & Details

Call List:

Police Department	(613) 329-1835
Fire Department	(705) 457-2323
ER Department	(705) 457-1721
Manager On Call	(705) 455-2960 or (705) 313-2303

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 8 – 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