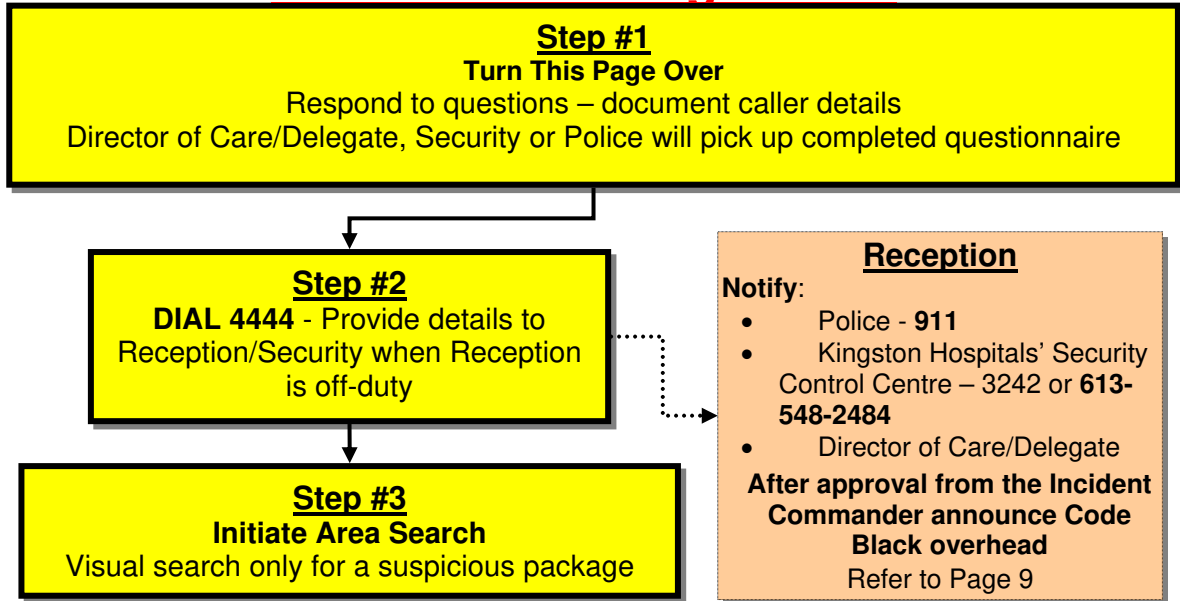


i. Outline

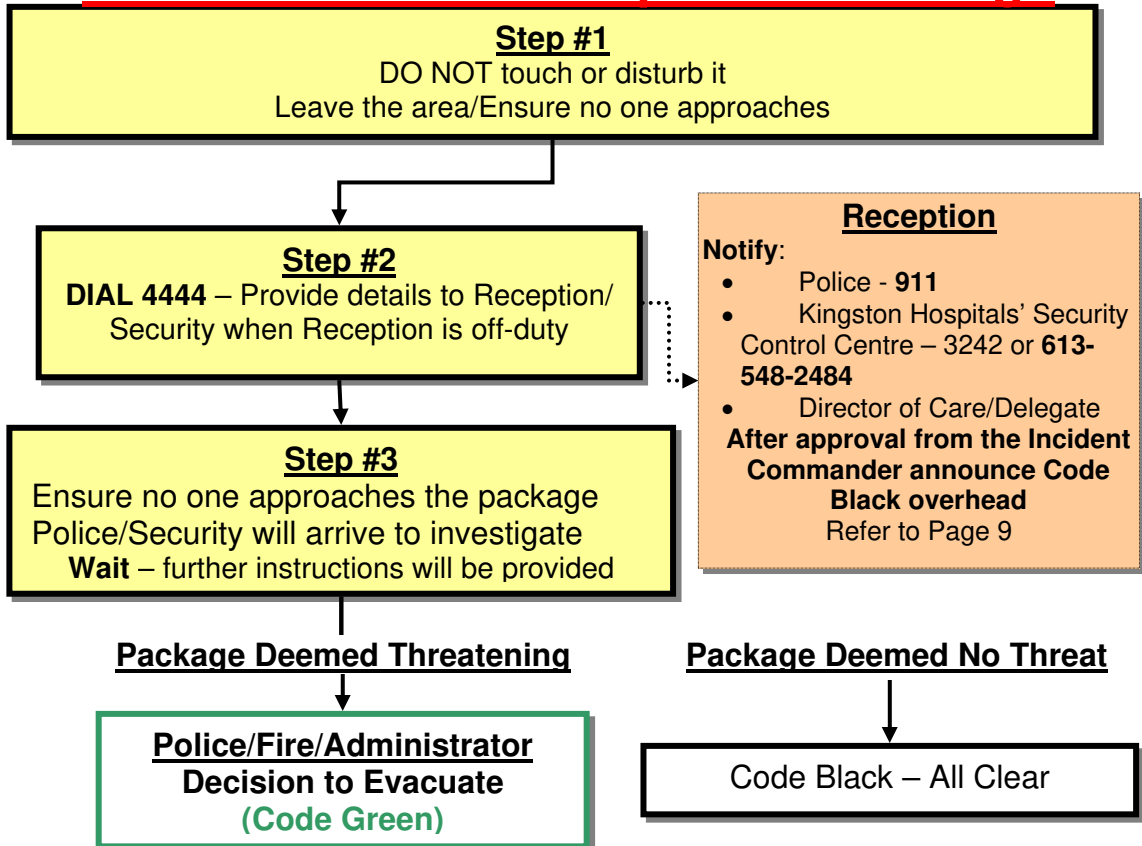
# CODE BLACK

(Bomb Threat/Suspicious Package)

## Person Receiving Threat



## If You Discover A Suspicious Package



## ii. Bomb Threat Questionnaire

### Remain Calm – Speak Politely!

Keep the caller talking – record as much information as possible

Do not hang up the phone – even after call termination

If possible, quietly have another staff member dial 4444

<b>SECTION 1 – General Information:</b>
Time: _____ Date: _____ Call Display Number: _____
Your Name: _____ Your Number: _____
<b>SECTION 2 – Detail the exact threat of the caller (ask the caller to repeat their message, if necessary):</b>
<b>SECTION 3 – Questions to ask the caller:</b>
When will the bomb go off?
Where is the bomb located?
Can you describe the room where the bomb is?
How did you get the bomb here?
What does the bomb look like?
What is the bomb made from?
How will it go off?
Did you place the bomb?
Why are you doing this?
Do you realize that people might get hurt?
Where are you calling from?
Where do you live?
What is your name?
When is your birthday?
<b>SECTION 4 – Voice Characteristics:</b>
<b>Gender:</b> <input type="checkbox"/> Male <input type="checkbox"/> Female
<b>Age:</b> <input type="checkbox"/> Adult <input type="checkbox"/> Juvenile (child/teenager)
<b>Tone:</b> <input type="checkbox"/> Loud <input type="checkbox"/> Soft <input type="checkbox"/> High-pitched <input type="checkbox"/> Deep <input type="checkbox"/> Raspy <input type="checkbox"/> Smooth <input type="checkbox"/> Nasal <input type="checkbox"/> Other:
<b>Diction:</b> <input type="checkbox"/> Clear <input type="checkbox"/> Slurred <input type="checkbox"/> Stutter <input type="checkbox"/> Lisp <input type="checkbox"/> Intoxicated <input type="checkbox"/> Hesitant <input type="checkbox"/> Educated <input type="checkbox"/> Other:
<b>Accent:</b> <input type="checkbox"/> None <input type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Native <input type="checkbox"/> Other:
<b>Manner:</b> <input type="checkbox"/> Calm <input type="checkbox"/> Emotional <input type="checkbox"/> Angry <input type="checkbox"/> Irrational <input type="checkbox"/> Fast <input type="checkbox"/> Slow <input type="checkbox"/> Polite <input type="checkbox"/> Vulgar <input type="checkbox"/> Rude <input type="checkbox"/> Other:
<b>SECTION 5 - Background Noises:</b>
<input type="checkbox"/> Quiet <input type="checkbox"/> Trains <input type="checkbox"/> Airplanes <input type="checkbox"/> Helicopters <input type="checkbox"/> Cars <input type="checkbox"/> Machinery <input type="checkbox"/> Construction <input type="checkbox"/> Animals
<input type="checkbox"/> Music <input type="checkbox"/> People <input type="checkbox"/> Other:
<b>SECTION 6 – Final Comments:</b>
<b>Was the voice familiar to you:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>If Yes, whom did it sound like:</b>
_____
Please add any other relevant information about the caller:

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## 1.0 General Overview

### 1.1. Plan to Be Used In Case of a Bomb Threat/Suspicious Package

Bomb threats received by any means, or suspicious packages located on the premises.

#### Definition of a Bomb

A bomb is any device, which by design produces an explosion, or due to additional incendiary, toxic, or radiological substances, causes some dangerous environmental condition upon activation.

### 1.2. Authority to Declare

Anyone who receives, by way of telephone, fax, e-mail, or in person, notice that a “*Bomb Threat*” exists shall dial “4444” and advise Reception of the details. After approval from the Police or Incident Commander, Reception will announce “**Code Black (location)**” over the Home public address system three times.

### 1.3. Scope of a Bomb Threat

#### Non-Specific

Caller does not specify a location and threatens the entire Home (i.e. “*A bomb will go off in your Home in 30 minutes*”).

#### Specific

Caller has intimate knowledge of device location and threatens a specific area of the Home (i.e. “*A bomb will go off on Sydenham 3 in 10 minutes*”).

### 1.4. Reasoning for Bomb Threats

Bomb threats are most commonly made for any of the following reasons:

- The caller knows or believes an explosive device has been or will be planted and wishes to minimize personal injury and/or property damage
- The caller wishes to disrupt normal activities by creating anxiety and panic
- The caller is attempting to gain a perceived negotiating advantage (extortion or political terrorism)
- In all cases, a bomb threat must be treated seriously

### 1.5. Types of Bomb Threats

An emergency involving an explosive device will be the result of either of the following:

#### Bomb Threat

A bomb threat may be received in any of the following manners:

- Electronic Communication, whereby the threat is communicated by some electronic means such as telephone, facsimile, e-mail, etc.
- Written/Printed, whereby the threat is communicated by means of some form of written or printed medium

- Verbal, in-person

### Letter/Package Bomb

A package is received which contains or is believed to contain an explosive device

#### **1.6. Preservation of Physical Evidence**

In order that the Police may obtain valuable forensic evidence:

- Handle any written threat as little as possible. If it is necessary to handle the item (letter, note), hold it near the center; latent fingerprints are usually found at the edges of paper documents
- Place the item (letter, note) into a plastic bag or a paper envelope, if at all possible
- Do not touch anything in the room where the threat was made from
- Do not use the telephone in the room where the threat was made from
- Do not allow anyone other than the responding Police to enter the room where the threat was found or made from
- Anyone found in or near the area where the threat was found or made from should be requested to speak to the Police

#### **1.7. Use of the Bomb Threat Questionnaire**

The Bomb Threat Questionnaire is used to record the details of a telephoned bomb threat. Departmental Managers will ensure that a bomb threat questionnaire is readily available near any phone in their area(s) of responsibility, which may be likely to receive an incoming call, and that their staff is familiar with its location and use. A bomb threat questionnaire is available on the opposite side of the Code Black flowchart, located in each Emergency Procedures Manual.

#### **1.8. Incident Command Centre**

Upon receiving notice of a bomb threat the Director of Care/Delegate<sup>1</sup> will immediately establish an Incident Command Center<sup>2</sup> within the Sydenham South 2 Boardroom. The Mobile Patrol Supervisor will assume command and coordinate the search activities until the arrival of the Representative of Protection Services<sup>3</sup>.

The person acting as the Incident Commander (e.g., Director of Care/Delegate) must be prepared to transfer command to a higher authority (Police, Fire, Administrator On-Call), or apply unified command<sup>4</sup>.

---

<sup>1</sup> "Delegate" is the next level of authority. In this case it would be the Nurse in charge.

<sup>2</sup> "Incident Command Center" is a centrally located space available to coordinate and manage resources including the dispatch and coordination of search teams. "Incident Command" reports to the Home Emergency Operations Center (if active).

<sup>3</sup> Representative may be, but is not limited to; Director of Emergency Management, Security & Life Safety; Manager of Emergency Planning & Life Safety or Mobile Patrol Supervisor.

<sup>4</sup> "Unified Command" is a team effort which allows all departments/agencies with responsibility for the incident, to jointly provide management direction to an incident through a common set of incident objectives and strategies established at the command level.



### **1.9. Criteria for Search versus Evacuation**

#### Criteria for Search

The degree of search will be established by the Incident Commander in consultation with the local authorities (Police & Fire) based on a threat analysis

#### Criteria for Evacuation

- Evacuation (Code Green) **will only** take place after sufficient information has been analyzed and authorization has been given by the Vice President of Long Term Care/Delegate, in consultation with the Incident Commander and local authorities

For an organization as large as Providence Manor, it is neither practical nor recommended to initiate extended or total evacuation procedures, until the threat has been investigated.

The Incident Commander/Delegate, in consultation with Police and Fire officials, determines whether to evacuate based on the information detailed in the bomb threat questionnaire, and based on information received from the Incident Commander.

After the decision not to evacuate has been made, it is the expectation that staff will be prepared to participate in a Comprehensive Search. Statistics reveal most bomb threats are “attention seeking” and bombings that have occurred were not preceded by a warning.

Police do not have the manpower, and are unfamiliar with the area, to do the search.

### **1.10. Sisters' Residence**

The Sisters' Residence, which is attached to Providence Manor, is a private residence and is not subject to the regular emergency procedures at Providence Manor. If there is a threat to the Sisters' Residence that is received at Providence Manor, they must be informed immediately. If the Sisters receive the threat, they should notify Providence Manor Reception due to their proximity to the main building. Typically, Providence Manor staff members would not enter the Sisters' Residence to do a comprehensive search. However, fire & rescue crews, or the Police may need to be guided to the Sisters' Residence if they arrive at the Providence Manor main entrance.

### **1.11. 4444 Emergency Telephone Extension**

The emergency 4444 telephone extension is answered by Reception when they are on duty. When Reception is not on-duty, the 4444 line is answered by the Kingston Hospitals' Security Control Centre, which has the capability to make overhead announcements at Providence Manor.

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## 2.0 All Staff

As directed by the source of the threat, check off the appropriate box as action is taken. In each case be sure to fill out the Bomb Threat Questionnaire, provided on the flip side of the Code Black flow chart.

### Response

#### 2.1. Threat Received by Way of:

Telephone

##### **Do Not Panic**

- Obtain and complete the bomb threat questionnaire from the front of this plan

##### **Do Not Hang Up the Phone**

- Immediately notify or request another staff member to notify Reception **(4444)** from another phone

Letter

##### **Do Not Handle the Letter Any More Than You Already Have**

- Obtain and complete the bomb threat questionnaire from the front of this plan
- Immediately notify Reception **(4444)**

E-Mail

##### **Do Not Delete the Message**

- Obtain and complete the bomb threat questionnaire from the front of this plan
- Immediately notify Reception **(4444)**

#### 2.2. Procedure If You Discover a Suspected Letter/Package Bomb

##### **Do Not Touch or Attempt To Handle the Object**

##### **Do Not Activate the Fire Alarm**

- Obtain the letter and parcel bomb recognition poster from Appendix “A” of this plan.
- Using Appendix “A”, visually assess the package to further determine if suspicious

##### **If Confirmed Suspicious**

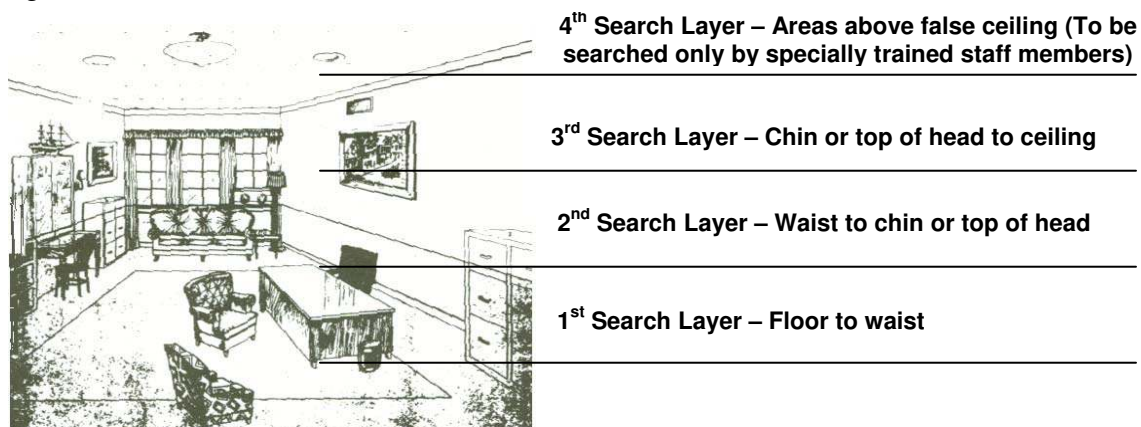
- Isolate the object and secure the area, Do Not Touch or Approach the Object
- From an adjacent safe area using a hard-line telephone, notify Reception **(4444)**. Provide your name, title, your location and location of the suspicious package
- If dry powder observed, turn off fans/air conditioners, contain and wash hands immediately. See Code Brown (hazardous spill) for more information

- Notify your immediate supervisor
- Deactivate all radios, pagers, and cellular phones in the area
- Initiate a limited evacuation of the immediate area
- Obtain and complete the bomb threat/suspicious package questionnaire from the front of this plan

### 2.3. Procedure if You Hear a “Code Black” Announcement

- Remain calm and instruct residents and visitors to remain in or return to their rooms with the doors closed, wherever possible
- Do not divulge any information surrounding the crisis to residents and visitors (state that there is a security investigation ongoing and more information will be provided when it is available)
- Do not call Reception unless it is urgent
- Using Figure 1 (below) as your guide, initiate a preliminary search of your areas of responsibility
  - Search in a horizontal pattern from the floor to the ceiling
  - Look for items not consistent with area equipment and décor. Devices may not always look foreign to the environment
  - Do not spend time on locked areas that are known to have restricted access
  - Visually check, do not rummage through, garbage cans, laundry bags and any other receptacles
  - Check any wheeled equipment such as carts, stretchers in area; try and determine its time of arrival and reason for being in the area

Figure 1



**Do not** handle any items about which there are doubts; isolate them and contact Incident Command (**via Reception - 4444**). Do not touch or attempt to handle the object. Do not activate the fire alarm; radios, pagers, cellular phones must not be used.

- Obtain the letter and parcel bomb recognition poster from Appendix “A” of this plan
- Using Appendix “A”, Visually assess the package to further determine if suspicious

**Recovery:****2.4. Upon Notification That the Crisis Has Concluded**

- Advise residents and visitors that the crisis no longer exists
- Participate in a debriefing session
- Resume normal duties
- Refer any media inquiries to the Providence Care Communications office (**613-548-5567 Ext. 5483**)

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### 3.0 Reception

**Do not make an overhead announcement unless instructed to do so by the Incident Commander**

**When Reception is off-duty, job actions will be completed by the Security Operations Centre Operator.**

#### **Response:**

##### **3.1. If You Are the Person Receiving the Threat**

- Immediately refer to the Response procedures for “All Staff – Response – Page 5”
- Obtain and complete the bomb threat questionnaire from the front of this plan
- If you have answered the call on your headset, transfer it to a phone at your station so that you can leave the line open for Police

##### **3.2. If You Have Been Notified of a Threat (Outside Of Reception) Via:**

#### **Telephone/Letter/E-Mail**

##### **Monday to Friday (During normal business hours 0800 – 1600)**

- Notify:
  - Police @ **911** (When speaking to Police do not use term Code Black state “Bomb Threat”)
    - Advise Police to meet a staff member at the Main Entrance 275 Sydenham Street
    - If the threat was made on an internal line, determine the location of that line and immediately notify Police of the location
    - Request a call trace (if applicable)
  - Director of Care/Delegate
  - Kingston Hospitals’ Security Operations Centre (**3242 from console or 613-548-2484**)
  - Manager of affected area
  - Vice President, Long Term Care
- After consultation with the Incident Commander/Security/Police notify:
  - Fire Department @ **613-548-4001**
  - Kingston General Hospital Emergency Department (**613-549-6666 ext. 2235**), advising that there is a bomb threat at Providence Manor
  - Maintenance

- Housekeeping
- After Incident Commander/Vice President of Long Term Care approval, announce over the public address system three times, “**Code Black (location)**”
- Refer any media inquiries to the Providence Care Communications office (**613-548-5567 Ext. 5483**)

### **Weekends/Holidays/after normal business hours**

- Notify:
  - Police @ **911** (When speaking to Police do not use term Code Black state “Bomb Threat”)
    - Advise Police to meet a staff member at the Main Entrance 275 Sydenham Street
    - If the threat was made on an internal line, determine the location of that line and immediately notify Police of the location
    - Request a call trace (if applicable)
  - Director of Care/Delegate
  - Kingston Hospitals’ Security Operations Centre (**3242 from console or 613-548-2484**)
  - Administrator On-Call
- After consultation with the Incident Commander/Security/Police notify:
  - Fire Department @ **613-548-4001**
  - Maintenance to help in searching the home
  - Housekeeping to help in searching the home
- After Incident Commander/Vice President, Long Term Care approval, announce over the public address system three times, “Code Black(location)”
- Refer any media inquiries to the Providence Care Communications office (**613-548-5567 Ext. 5483**)

### **3.3. If You Have Been Notified of a Suspected Letter/Package Bomb**

- Advise the caller not to approach the suspected item and to wait for Security to arrive
- Contact Kingston Hospitals’ Security Operations Centre (**3242 from console or 613-548-2484**) provide details of notification

### **Recovery:**



**3.4. Upon Notification That the Crisis Has Concluded**

- If “Code Black” was declared, announce over the public address system three times, “Code Black, All Clear”
- Refer any media inquiries to the Providence Care Communications office (**613-548-5567 Ext. 5483**)

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## 4.0 Protection Services

### Response

#### 4.1. If You Are the Person Receiving the Threat

##### **Mobile Patrol Supervisor**

- Immediately refer to the Response procedures for “All Staff – Response – Page 5”
- Obtain and complete the bomb threat questionnaire from the front of this plan
- Notify Kingston Hospitals’ Security Operations Centre (613-548-2484)

##### **Kingston Hospitals’ Security Operations Centre Operator**

- Immediately refer to the Response procedures for “All Staff – Response – Page 5”
- Obtain and complete the bomb threat questionnaire from the front of this plan
- Notify:
  - Police (**911**) if they have not already been notified (When speaking to Police do not use term Code Black state “Bomb Threat”)
    - If the threat was made on an internal line, determine the location of that line and immediately notify Police of the location
    - Request a call trace (if applicable)
  - Director of Protection Services
  - Mobile Patrol Supervisor

#### 4.2. Upon Notification of a Code Black (Bomb Threat)

##### **Mobile Patrol Supervisor**

- If Director of Care is on-duty:
  - Assist the Director of Care with establishing an Incident Command Centre in the Sydenham South 2 Boardroom and assume command until the arrival of the Representative of Protection Services/Delegate who will coordinate the response and recovery activities
  - Refer to page 15 (5.0 Incident Command Centre) for further instruction on ICC initialization and set-up
- If Director of Care is off-duty:
  - Assist the Charge Nurse with establishing an Incident Command Centre in the Sydenham South 2 Boardroom and assume command until the arrival of the Representative of Protection Services/Delegate who will coordinate the response and recovery activities

- Refer to page 15, Incident Command Centre for further instruction on ICC initialization and set-up

### **Kingston Hospitals' Security Operations Centre Operator**

- Notify:
  - Director of Protection Services/Delegate
  - Mobile Patrol Supervisor

### **4.3. Upon Notification of a Suspicious Package**

#### **Mobile Patrol Supervisor**

- Advise the caller not to approach the suspected item and to wait for Security to arrive
- Attend the site and investigate the item

#### **Do Not Use Radio or Telephone Communications around the Suspicious Item Do Not Touch or Attempt to Handle the Object Do Not Activate the Fire Alarm**

- To investigate item:
  - Obtain the letter and parcel bomb recognition poster from Appendix "A" of this plan
  - Using Appendix "A", visually assess the package to further determine if suspicious

#### **If Confirmed Suspicious:**

- Isolate the object and secure the area, **Do Not Touch or Approach the Object**
- If dry powder observed, cover the object, close door/window, section off the area, turn off fans/air conditioners, wash hands immediately. See Code Brown for more information
- Initiate Response section 2.0 Upon Notification of a Code Black (Bomb Threat) – Page 11
- Refer to page 15, 5.0 Incident Command Centre for further instruction on ICC initialization and set-up

### **Kingston Hospitals' Security Operations Centre Operator**

- Advise the caller not to approach the suspected item and to wait for Security to arrive
- Request the Mobile Patrol Supervisor to attend the site and investigate the item

- If item is confirmed as suspicious by Mobile Patrol Supervisor initiate Response section 2.0 Upon Notification Of A Code Black (Bomb Threat) – Page 11

#### **4.4. After Establishment of the Incident Command Centre**

##### **Mobile Patrol Supervisor**

- If you are contacted with information pertinent to a suspicious item, or details related to the threat, notify the Providence Manor Incident Command Centre **(613 549-4164 via Reception - 4444)** immediately

##### **Kingston Hospitals' Security Operations Centre Operator**

- If you are contacted with information pertinent to a suspicious item, or details related to the threat, notify the Providence Manor Incident Command Centre **(613 549-4164 via Reception - 4444)** immediately

#### **Recovery:**

#### **4.5. Upon Notification That the Crisis Has Concluded**

##### **Mobile Patrol Supervisor**

- Assist the Incident Commander as required
- Notify Security Control Centre Operator, if they have not already been notified

##### **Kingston Hospitals' Security Operations Centre Operator**

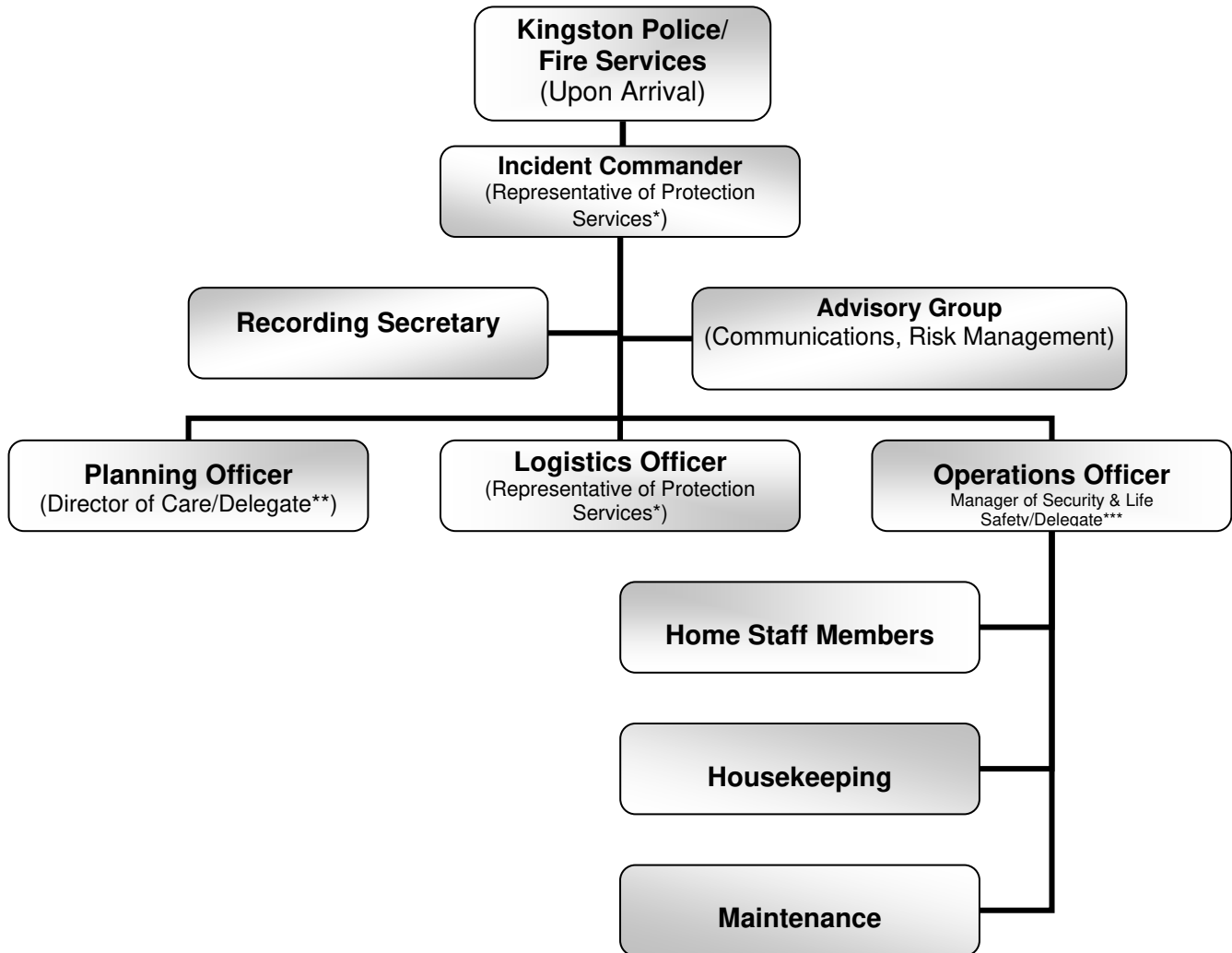
- Notify:
  - Police **(911)**, if they have not already been notified
  - Director of Protection Services
  - Mobile Patrol Supervisor
- Refer any media inquiries to the Providence Care Communications office

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## 5.0 Incident Command Centre

### Response:

#### 5.1. Incident Management System



\* Representative may be, but is not limited to; Director of Protection Services; Manager of Emergency Management, Parking and Security Operations Centre or Manager of Security & Life Safety or Mobile Patrol Supervisor.

\*\* Delegate is the next level of (appointed) authority. In this case, the Nurse in charge

\*\*\* Delegate is the next level of (appointed) authority. In this case, the Mobile Patrol Supervisor

## 5.2. Upon Receiving the “Code Black” Notification

### Incident Commander – Representative of Protection Services/Delegate

- Assume role of Incident Commander
- Establish the Incident Command Center (Sydenham South 2 Boardroom) in not already in place
- Ensure the Vice President of Long Term Care/Administrator On Call is notified
- Request assistance from the following departments to create an Advisory Group:
  - Risk Management
  - Communications
- Discuss with Advisory Group whether an overhead announcement should be made
- Notify Switchboard and Security Operations Centre Operator of the location and contact information for Incident Command
  - Advise Switchboard if an overhead announcement should be made after consulting with the Advisory Group
  - Determine if Switchboard should contact Fire Department and Emergency Department and provide notification, as required
- Be prepared to transfer command to a higher authority (e.g., Police/Fire)
- Ensure you have the bomb threat questionnaire to provide to Police
- Prepare to receive further calls from Reception
- Request Reception/Delegate to notify Fire Services if deemed necessary
- Appoint the following positions, only if the regular assigned persons are not available

Planning \_\_\_\_\_

Logistics \_\_\_\_\_

Operations \_\_\_\_\_

Recording Secretary \_\_\_\_\_

- Receive status report/discuss initial action plan with required positions
- Consult with Police and Fire Services on:
  - Threat severity
  - Whether or not to announce Code Black overhead
  - Use of communications (radio, cell phones, etc.)
- If a comprehensive search has been recommended:
  - Request Logistics Officer to obtain assistance from available departments (housekeeping, maintenance, etc.) to assist in searching the facility



- In collaboration with Operations Officer, brief search teams on proper Code Black search technique
- Prepare to provide a situational report to the Vice President of Long Term Care/Delegate
- If required, notify the Kingston Hospitals' Security Operations Centre (**613-548-2484**) to call EOC members and or Senior Leadership, to have them report to the EOC
- Announce status meetings/action meeting of required positions within desired time
- Determine evacuation needs and prepare to make recommendations

**Planning Officer – Director of Care/Delegate**

- Initiate the recall of off-duty home staff, as required
- Consult with the Incident Commander and Advisory Group (Risk Management/Public Relations) on internal and external information releases
- Ensure the continuation of home/nursing functions in the remainder of the home
- Prepare for the termination of the emergency and any debriefing requirements

**Logistics Officer – Representative of Protection Services/Delegate**

- Gather and ensure search team kits are complete, if required
- Contact Manager of Housekeeping and Maintenance if staff are required to perform a comprehensive search of the hospital
- Inventory search team kits upon their return
- Be prepared to provide provisions for the Incident Command Centre in the event of an extended emergency (i.e. food, etc.)

**Operations Officer – Manager of Security & Life Safety/Delegate**

- Ensure a staff member has been dispatched to the main entrance to meet the Police
- Ensure a staff member has been dispatched to the site of the threat to preserve evidence and assist with security of the scene
- In the absence of the Director of Protection Services or Manager of Emergency Planning & Life Safety, assume command of the incident until the arrival of a higher authority (i.e. Police/Fire/Administrator On-Call)
- If a comprehensive search has been recommended, in collaboration with Incident Commander, brief search teams
- Provide radio communication as necessary, except where use of radio frequency devices is restricted by this procedure or recommendation by Police
- Under the direction of the Incident Commander, be prepared to coordinate search teams, including appointing search team leaders and home staff actions

**Recording Secretary**

- Document all actions including time frames within the Incident Command Centre

**Advisory Group**

- Provide information and resources to the Incident Commander/Planning Officer as required

**Communications Representative (refer to page 23)**

- Discuss communications options:
  - Overhead announcement
  - Internal messaging
    - Staff,
    - Residents & Visitors
  - External information releases
    - Media
    - Partner organizations
- Establish a media conference area
- Consult with the Incident Commander and Vice President, Long Term Care/Delegate on next steps

**Risk Management Representative (refer to page 25)**

- Discuss risk management opportunities regarding:
  - Overhead announcement
  - Internal & external messaging
  - Search team composition
- Consult with the Incident Commander and Vice President, Long Term Care/Delegate on risk management next steps

**Recovery:****5.3. All Clear – Declaring Return to Normal Operations****Incident Commander**

- In consultation with Police and Fire officials, determine whether the crisis has concluded, that it is safe to resume normal operations, and authorize the Reception to announce the “All Clear”

#### **5.4. Upon Hearing the All Clear Announced**

##### **Incident Commander**

- Conduct a debriefing session between Incident Command and the Emergency Operations Center (if the EOC was activated)
- Prepare for team debriefing

##### **Planning Officer**

- Ensure that all documentation is collected for debrief preparation
- Participate in a debriefing session

##### **Logistics Officer**

- Ensure the return and proper storage of all search kits
- Update maps, checklists and supplies in each search kit, if necessary
- Participate in a debriefing session

##### **Operations Officer**

- Ensure that a comprehensive occurrence report is filed immediately
- Participate in a debriefing session

##### **Recording Secretary**

- Document all recovery actions, including time frames, within the Incident Command Centre
- Participate in a debriefing session

##### **Advisory Group**

- Prepare for a debriefing with the Incident Command Centre
- Provide recovery options based on area of expertise

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## 6.0 Housekeeping/Maintenance Staff

### Response:

#### 6.1. Upon Receiving the “Code Black” Notification

##### **Manager of Maintenance/Housekeeping**

- Report to the Incident Command Center to determine need for services of Housekeeping/Maintenance staff
- Ensure available Maintenance/Housekeeping staff assemble at the department for possible assignment to search teams
- Prepare to be briefed on search criteria and search zones. Search kits will be provided.

##### **Housekeeping/Maintenance Staff**

- Remain calm and instruct residents and visitors to remain in or return to their rooms with the doors closed, wherever possible – refer to page 5 section 3.0 Procedure If You Hear a “Code Black” Announcement
- If directed by your department Manager/Delegate, report to the Incident Command Centre to assist in the possible search of the facility
- Prepare to be briefed on search criteria and search zones – you will be given a search kit
- Be aware of which search team leader you have been assigned

#### 6.2. After Receiving Direction from Incident Command

- Under the direction of your search team leader, begin the search of your assigned zone
- Using the search team checklists, check off rooms searched, and rooms you could not access
- Do not divulge any information surrounding the crisis to residents and visitors
- Report any suspicious packages to the Incident Command Center (**via Reception - 4444**)
- Your search team should carry out the search of rooms as shown below
- Search in a horizontal pattern from the floor to the ceiling (Figure 1 – next page)
- Upon completion of searching your assigned area report back to the Incident Command Centre.

Figure 1



**4<sup>th</sup> Search Layer – Areas above false ceiling  
(To be searched only by specially trained staff members)**

**3<sup>rd</sup> Search Layer – Chin or top of head to ceiling**

**2<sup>nd</sup> Search Layer – Waist to chin or top of head**

**1<sup>st</sup> Search Layer – Floor to waist**

**Recovery:**

**6.3. 1.0 Upon Notification That the Crisis Has Concluded**

- Collect all notes, maps, search kits and return to Incident Command

## 7.0 Director of Care/Delegate<sup>5</sup>

### Response:

#### 7.4. Upon Receiving the “Code Black” Notification

- Retrieve the bomb threat questionnaire from whomever received the threat
- Ensure the Vice President of Long Term Care/Administrator On Call is notified
- Establish an Incident Command Centre within the Sydenham South 2 Boardroom with help from the Mobile Patrol Supervisor who will assume command of the situation until the Representative of Protection Services /Delegate arrives to coordinate the response and recovery activities
- Refer to page 15, Incident Command Centre for further instruction on ICC initialization and set-up
- Prepare a situation report/briefing for the Vice President of Long Term Care/Delegate

### Recovery:

#### 7.5. Upon Notification That the Crisis Has Concluded

- Arrange for a debrief session with involved staff
- In consultation with the CEO/Vice President of Long Term Care/Delegate offer Critical Incident Stress Debriefing (EAP) for involved staff
- Resume normal duties

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<sup>5</sup> Delegate refers to the next level of appointed authority; in this case the Nurse in charge.

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## 8.0 Communications

### **Response:**

#### **8.1. Upon Receiving the “Code Black” Notification Communications Representative**

- Report to the Incident Command Center in the Sydenham South 2 Boardroom to participate in Advisory Group to the Incident Commander along with Risk Management
- Discuss communications options:
  - Overhead announcement
  - Internal messaging
    - Staff,
    - Residents & Visitors
  - External information releases
    - Media
    - Partner organizations
- Establish a media conference area
- Consult with the Incident Commander and President & CEO/Delegate on next steps

### **Recovery:**

#### **8.2. All Clear – Declaring Return to Normal Operations**

- Provide internal and external messaging regarding the all clear, as appropriate
- Participate in a debriefing session

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## 9.0 Risk Management

### **Response:**

#### **9.1. Upon Receiving the “Code Black” Notification**

##### **Risk Management Representative**

- Report to the Incident Command Center in the Sydenham South 2 Boardroom to participate in Advisory Group to the Incident Commander along with Risk Management
- Discuss risk management opportunities regarding:
  - Overhead announcement
  - Internal & external messaging
  - Search team composition
- Consult with the Incident Commander and Vice President Long Term Care/Delegate on risk management next steps

### **Recovery:**

#### **9.2. All Clear – Declaring Return to Normal Operations**

- Provide internal and external messaging regarding the all clear, as appropriate

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## 10.0 Vice President, Long Term Care/Delegate<sup>6</sup>

### Response:

#### 10.1. Upon Receiving the “Code Black” Notification

- Report to the Incident Command Centre - Sydenham South 2 Boardroom
- Prepare to receive situational report/briefing from the Incident Commander
- Provide situation report/briefing to the Providence Care CEO/Delegate
- Consider notifying the Sister’s Residence of the potential threat.
- If recommendation is to commence further evacuation consider the following:
  - Implementation of Code Green (Evacuation)
  - Implementation of Crisis Communication Plan

### Recovery:

#### 10.2. All Clear – Declaring Return to Normal Operations

- In consultation with Police and Fire officials, determine whether the crisis has concluded, that it is safe to resume normal operations, and authorize the Reception to announce the “All Clear”
- Implement a course of action to manage a major disruption of Home routine, if necessary
- Arrange for a debrief session between Incident Command and the Emergency Operations Center
- Arrange for a debrief session with involved staff
- Offer Critical Incident Stress Debriefing (EAP) for involved staff.

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<sup>6</sup> Delegate refers to the next level of appointed authority; in this case, the Director of Care.

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## 11.0 Appendix A – Identification of Suspicious Packages

**WARNING**

LETTER AND PACKAGE BOMB INDICATORS

**TREAT  
IT AS  
SUSPECT.  
ISOLATE  
IT!**

The diagram shows a letter and a package with several indicators labeled:

- Letter Indicators:** Restrictive Markings, Mailed from Foreign Country, Excessive Postage, Misspelled Words Addressed to Titled Only, Rigid or Bulky, Badly Typed or Written, Wrong Title with Name, Lopsided.
- Package Indicators:** No Return Address, Strange Odour, Protruding Wires, Oily Stains on Wrapper.

1. Never accept mail, especially packages, at your home when you are posted in a foreign area, or when the mail is unknown to you.
2. Make sure family members and clerical staff know to refuse all unexpected mail at home or office.
3. Remember - it may be a bomb... treat it as suspect.

LETTER AND PARCEL BOMB RECOGNITION POINTS

<ul style="list-style-type: none"> <li>✓ Excessive Postage</li> <li>✓ Incorrect Titles</li> <li>✓ Titles but no Names</li> <li>✓ Misspellings of Common Words</li> <li>✓ Oily Stains or Discolouration</li> <li>✓ No Return Address</li> <li>✓ Excessive Weight</li> <li>✓ Rigid Envelope</li> <li>✓ Lopsided or Uneven Envelope</li> <li>✓ Protruding Wires or Tinfoil</li> </ul>	<ul style="list-style-type: none"> <li>✓ Visual Distractions</li> <li>✓ Foreign Mail, Air Mail and Special Delivery</li> <li>✓ Restrictive Marking such as Confidential, Personal, etc.</li> <li>✓ Hand Written or Poorly-Typed Addresses</li> <li>✓ Excessive Securing Material such as Masking Tape, String, etc.</li> </ul>
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RCMP CANADIAN BOMB DATA CENTRE

1200 Vanier Parkway, Ottawa, Ontario K1A 0R2 (613) 993-7880 FAX: 993-9917

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## 12.0 Appendix B – Internal Communication Release



### MEMORANDUM

TO: All Staff, Physicians and Volunteers  
FROM: Kingston Hospitals' Protection Services  
DATE:  
SUBJECT: Police Presence at Providence Manor

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Please be advised that an incident that requires Police presence at the hospital is underway at this time. Investigation into the incident is ongoing and further information will be provided when it is available.

There is currently no risk to staff, clients or visitors.

We have an Incident Command Centre established with members of the Senior Leadership Team, Emergency Management and a Kingston Police Liaison. Police are leading the response and investigation. Police request staff remain in their areas unless otherwise notified.

Staff may observe search teams moving through the building as part of the investigation into the incident. Please assist these teams in any way you are able.

Should an area need to be evacuated, an overhead announcement for "Code Green" will be made identifying the area to be evacuated and where to go.

We will provide updated information as it becomes available.

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