

## i. Outline – Code Purple

# CODE PURPLE

(Hostage Situation)

## If You Are Aware of a Hostage Situation

### All Staff

- Dial **4444** or use Vocera to provide emergency notification
  - State area and / or room number clearly, provide details of situation
  - Do not attempt any action
  - Remove patients, visitors to safety - only if possible
- Refer to Page 5

### Switchboard

**Do not** announce Code Purple

Notify:

- Security Operations Centre
- Dial 911 - Advise of situation
- Emergency Department
- Administration

Refer to Page 7

The authority to announce Code Purple rests with either the Incident Commander or Senior Administration only

### Security Operations Centre

- Announce Code Purple over radio
  - Contact Director of Protection Services
- Refer to Page 9

### Director of Protection Services / Delegate

- Establish the Incident Command Centre
  - Receive status report / discuss initial action plan
  - Consult with Senior Administration and Police to determine if Code should be announced overhead
- Refer to Page 11

### Security Officers

- Respond to a safe area adjacent to the scene.
  - Await direction from the Incident Commander
- Refer to Page 9

### Staff in Unaffected Areas

- Await direction from Senior Administration or Security
  - Continue duties unless otherwise directed
- Refer to Page 5

## Upon Hearing A Code Purple Announcement

- Await instructions over the PA system
  - **DO NOT approach the area**
  - **DO NOT CALL SWITCHBOARD unless it is urgent**
- Refer to Page 5

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## **1.0 General Overview**

### **1.1 Code Purple to be used in case of a hostage situation**

A hostage situation will have occurred when a person(s) barricades themselves into an area and / or unlawfully confines, imprisons, or forcibly seizes another person(s) or for the purpose of gaining a perceived negotiating advantage, or in the case of sexual confinement, for obtaining sex from the “hostage”.

The Police will at all times assume command of any hostage situation.

### **1.2 Authority to Declare**

Anyone who believes that a “Hostage Situation” exists shall dial “**4444**” or use Vocera, if available and advise the Operator of the details. After approval from President & CEO / Delegate or Protection Services, the Operator will announce Code Purple over the hospital public address system.

### **1.3 Measures to Prevent Being Taken as a Hostage**

- Be aware of, anticipate and avoid danger
- Report persons who are suspicious or believed dangerous
- Avoid unsafe, dark, secluded areas
- Trust your instincts (i.e. maintain a safe distance from a person who makes you nervous)
- Do not interfere with a hostage situation
- Do not give anything to a hostage taker (i.e.: coffee, food, cigarettes, etc.). These are important tools for Police negotiations
- Do not make deals with a hostage taker

### **1.4 Guidelines for Survival of a Hostage Situation**

- Try to recognize the purpose for which you have been taken. You will have to make a personal decision as to what your best odds for survival are, keeping in mind the potential state of mind of your captor(s)
- Terrorists and mentally unstable persons are unpredictable and often lack remorse for their actions
- A hostage situation is most often the result of a taker’s perception that there is no other way; this is their last and greatest effort to attain some goal
- If you decide your best odds for survival are to resist capture, it must be before the hostage taker gains control of you
- In general, be a good hostage
- Remain calm
- Breathe deeply and slowly
- Mentally place yourself somewhere else that you would rather be
- Don’t be a hero, because high adrenaline and anxiety levels make for unpredictable responses:
  - Do not show or attempt physical resistance once captured
  - Cooperate and follow instructions

- Behave, as you would have another behave if the roles were reversed
- Avoid sudden or threatening movement or gestures of any kind
- Do not make threats of retaliation, deals, or promise rewards
- Try to maintain a low profile and not underplay the hostage taker's role
- Maintain effective communication with the hostage taker
  - Allow the hostage taker to initiate conversation
  - Do not argue
  - Avoid political or controversial topics
  - Talk on the same level as the taker, using the same diction, recognizing their apparent educational background; do not talk up or down
  - Speak more slowly than the taker to help calm them down
  - Do not offer suggestions to the hostage taker
- Establish yourself as a person, making it difficult for the taker to harm you:
  - If possible, do not allow your head to be covered
  - Maintain your dignity
  - Project a positive self-image
  - Maintain eye contact when spoken to, but avoid drawing attention to yourself by staring
  - Use your first name
- Empathize with the taker. Let them feel you understand why they are doing this
- Befriend the hostage taker
- Hostages should try to stay together:
  - To provide each other with mutual support
  - To aid rescuers in the identification between the takers and the hostages in the event of a Police assault
- Don't refuse food, water and rest
- Be patient. It may appear as if nothing is happening, but the Police and Hospital Administration are collaborating to rescue you unharmed as quickly as possible.
- Be observant. In the event of release, your information is of great importance to the Police:
  - How many takers are there?
  - What kind of weapons are they using?
  - What are they saying and doing?
  - Do they appear extremely agitated and nervous or absolutely calm?
  - Do they seem to be showing sympathy towards the hostages?
  - Are escape routes available to you, in the event that the opportunity for escape presents itself or if a rescue is made?
- Trust the Police:
  - They will minimize your importance to the takers, but are actually trying to save your life
  - They will try to prolong the situation beyond the first hours or so, in the course of standard calming and control procedures, the longer the situation goes on, the better the chances that it will end peacefully

- If you are permitted to speak on the telephone, be careful what you say. Be prepared to answer "YES" or "NO" to questions asked by the Police.
- In the event of a Police assault, fall to the floor to get out of the line of fire and to distinguish the takers from the hostages. Stay down and keep your hands on your head. Do not make any sudden moves.
- If you find that you have been taken for sexual purposes, you will have to make a personal decision as to whether to passively or actively resist:
  - Passive resistance is most often recognized as the safest choice to avoid possible retaliation:
    - Verbalize your unwillingness to be assaulted
    - Use minimal physical resistance (i.e.: pushing their hands, crossing your legs), but do not resort to higher levels of force, basically making difficult for the attacker to attain their goal
    - Active resistance is not considered the safest choice. It is recognized, however, that active resistance can aid in psychological recovery. Resistance may result in retaliation, so your decision to fight at this point must be without doubt or hesitation:
      - Fight for your life
      - Use improvised weapons from the immediate environment
- Use the hostage taker's body's weak points (i.e.: genitals, eyes, throat) to your advantage

### 1.5 Guidelines for Staff Who Are Not Hostages

The Police will handle negotiations with captors; they have trained personnel to handle these situations. If hospital staff must enter into negotiations with the captor(s) pending the arrival of the Police, use the following guidelines:

- Have negotiations conducted by "junior-rank " personnel in order to allow delaying tactics, such as "I'll ask" or "I'll seek clarification"
- Meet demands with "I will do my best". Never say "no"
- Do not give drugs under any circumstances to the captor(s) until approved by the Senior Administrator and authorized by Police, **unless it is necessary medication for a hostage**
- Every effort should be made to regain control of the situation by peaceful means
- Leave the decisions to the Police and Senior Administration
- Do not follow orders given by a captor unless under conditions of duress or to save lives
- If the hostage-taker is a patient or otherwise known to staff, they are to contact any clinical staff who are familiar with and have some influence over, the person involved in the hostage incident. This is to be done whether or not the hostage-taker requested it

### **1.6 Incident Command Centre**

Upon receiving notice of a hostage situation Protection Services will immediately establish an Incident Command Centre<sup>1</sup> within the Security Office on Dietary 1. The alternate location would be the Dietary 3 Boardroom. The Representative of Protection Services / Delegate will assume command and coordinate the response activities.

The person acting as the Incident Commander (e.g., Representative of Protection Services<sup>2</sup>) must be prepared to transfer command to a higher authority (Police, CEO), or apply unified command<sup>3</sup>.

### **1.7 Vocera Panic Alarm Function**

Vocera communication devices feature a panic alarm function that can be activated by quickly “double-tapping” the Vocera button. When this occurs, a Security Officer will use a standardized reply of “Hi (caller’s first name), is everything alright?” The caller should then indicate, whether they need assistance and their location. If it was an accidental activation, the caller should reply back indicating as such.

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<sup>1</sup> “Incident Command Centre” is a centrally located space available to coordinate and manage resources. The Incident Command Centre reports to the Hospital Emergency Operations Centre (if active).

<sup>2</sup> Representative may be but is not limited to, Director of Protection Services, Manager of Emergency Management, Manager of Security, Security Corporate Supervisor, or Security Shift Supervisor

<sup>3</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.



## 2.0 Response & Recovery – All Staff

### Response

#### 2.1 Person Witnessing the Hostage Situation

- ☐ Remove yourself from the area. If safe to do so, move patients and other personnel to a safe location away from the incident
- ☐ Notify, or request another staff member to notify Switchboard @ 4444,
  - ☐ If you have the capability, use Vocera to give the emergency notification

Provide the following information:

**Name of Hostage Taker(s):** \_\_\_\_\_

**Description of Hostage  
Taker(s):** \_\_\_\_\_

**Number of Hostages:** \_\_\_\_\_

**Weapons involved:** \_\_\_\_\_

**Location Details (i.e.  
Patient room, corridor,  
office, room number, etc.):**

#### 2.2

- ☐ Advise patients and visitors to return to / remain in their rooms until the crisis no longer exists
- ☐ Observe and note, as much as possible, what the hostage taker says and does
- **No staff person shall endanger their own person, but shall focus on the containment of the incident and on the safety of the patients, visitors, volunteers and staff in the affected area until additional assistance has arrived**
- **If there is any sign of actual danger or violence to any person do not attempt any action**

#### 2.3 Upon Hearing Code Purple Being Announced Overhead

##### **All Hospital Personnel in the Affected Area**

- ☐ Cease all unnecessary activity
- ☐ Remove yourself from the area. If safe to do so, move patients and other personnel to a safe location away from the affected area

**All Hospital Personnel in the Affected Area**

- ☐ **Do not** call Switchboard unless it is urgent
- ☐ **Do not** approach the Code Purple area
- ☐ Continue with normal duties unless directed otherwise

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

- ☐ Be prepared to provide a written statement for Police officials
- ☐ Provide Security with all written materials gathered during the crisis
- ☐ Advise patients and visitors that the crisis no longer exists
- ☐ Those involved in the incident may take some “time out” to regain personal composure before returning to work, if necessary
  - ☐ Victims may need to seek assistance for psychological distress from the Emergency Department. For applicable incidents, the Sexual Assault and Family Violence program may be contacted for consultation
- ☐ Refer any inquiries from media or the general public surrounding the crisis to the Strategy Management & Communications office
- ☐ Resume normal duties

### 3.0 Response & Recovery - Switchboard

#### Response

##### 3.1 If You Are the Person Witnessing the Hostage Situation

- ☐ Immediately refer to the Response procedures for All Staff – 2.0 Person Witnessing The Hostage Situation

##### 3.2 If You Have Been Notified of a Threat (Outside Of Switchboard)

**Do Not Announce Code Purple Overhead** – Authority will be given by Senior Administration or the Incident Commander

**Request the following information from the caller for Security / Police:**

**Name of Hostage Taker(s):** \_\_\_\_\_

**Description of Hostage Taker(s):** \_\_\_\_\_

**Number of Hostages:** \_\_\_\_\_

**Weapons involved:** \_\_\_\_\_

**Location Details (i.e. Patient room, corridor, office, etc.):** \_\_\_\_\_

#### **Monday to Friday (During normal business hours)**

Notify:

- ☐ Police @ **911** (When speaking to Police **do not** use term Code Purple state “Hostage Situation”).
- ☐ Advise Police to meet Security at the Main Entrance off of Stuart St.
- ☐ Provide the information gathered in the table above
- ☐ **The Police will require other detailed facts. Transfer them to Security to provide the information**
- ☐ Security Operations Centre (**4142**)
- ☐ President & CEO / Delegate (**2341**)
- ☐ Upon approval by the President & CEO or the Incident Commander, announce over the public address system three times, **“Code Purple (location)”**
- ☐ Affected area Manager

**After normal business hours, weekends and holidays**

- ☐ Police @ **911** (When speaking to Police **do not** use term Code Purple state **“Hostage Situation”**).
  - ☐ Advise Police to meet Security at the Main Entrance off of Stuart St.
  - ☐ **The Police will require detailed facts. Transfer them to Security to provide the information**
- ☐ Security Operations Centre **(4142)**
- ☐ Administrative Coordinator **(7021)**
- ☐ Duty Administrator
  - ☐ Upon approval by the Duty Administrator or the Incident Commander, announce over the public address system three times, **“Code Purple (location)”**

**Recovery****3.3 Upon Notification That the Crisis Has Concluded**

- ☐ If Code Purple was announced, announce over the public address system three times, **“Code Purple, All Clear”**
- ☐ Resume normal duties

## 4.0 Response & Recovery – Protection Services

### Response

#### 4.1 If You Are the Person Witnessing the Hostage Situation

##### All Security Personnel

- ☐ Immediately refer to the Response procedures for **All Staff – 2.0 Person Witnessing The Hostage Situation**

#### 4.2 Upon Receiving the Code Purple Notification

##### **Security Operations Centre Operator**

Obtain the following information from the caller:

**Name of Hostage Taker(s):** \_\_\_\_\_

**Description of Hostage Taker(s):** \_\_\_\_\_

**Number of Hostages:** \_\_\_\_\_

**Weapons involved:** \_\_\_\_\_

**Location Details (i.e. Patient room, corridor, office, etc.):** \_\_\_\_\_

- ☐ Broadcast Code Purple (location) announcement over the radio
- ☐ Begin recording incident timeline

Notify:

- ☐ Director of Protection Services / Delegate

##### **Security Shift Supervisor**

- ☐ In the absence of the Director of Protection Services, Manager of Security & Life Safety or Manager of Emergency Management, Parking & Security Operations Centre, assume the role of Incident Commander until relieved by a higher authority – see Incident Command Centre Section 5.0 – Upon Receiving The Code Purple Notification
- ☐ Provide radio Communication between the incident site and Incident Command Centre
- ☐ Ensure a Security Officer has been dispatched to a safe area outside of the incident site to isolate the area in order to preserve evidence and assist with security of the scene

**Security Officers**

- ☐ Await instruction from the Incident Command Centre
- ☐ If you are contacted with information pertinent to hostage situation, or details related to the threat, notify the Incident Command Centre immediately

**Mobile Patrol Supervisor**

- ☐ Be prepared to assist with the emergency response, if required

**Recovery****4.3 Upon Notification That the Crisis Has Concluded****Security Operations Centre Operator**

- ☐ Resume normal duties

**Security Shift Supervisor**

- ☐ Initiate a team debriefing
- ☐ Ensure a comprehensive incident report is completed
- ☐ Resume normal duties

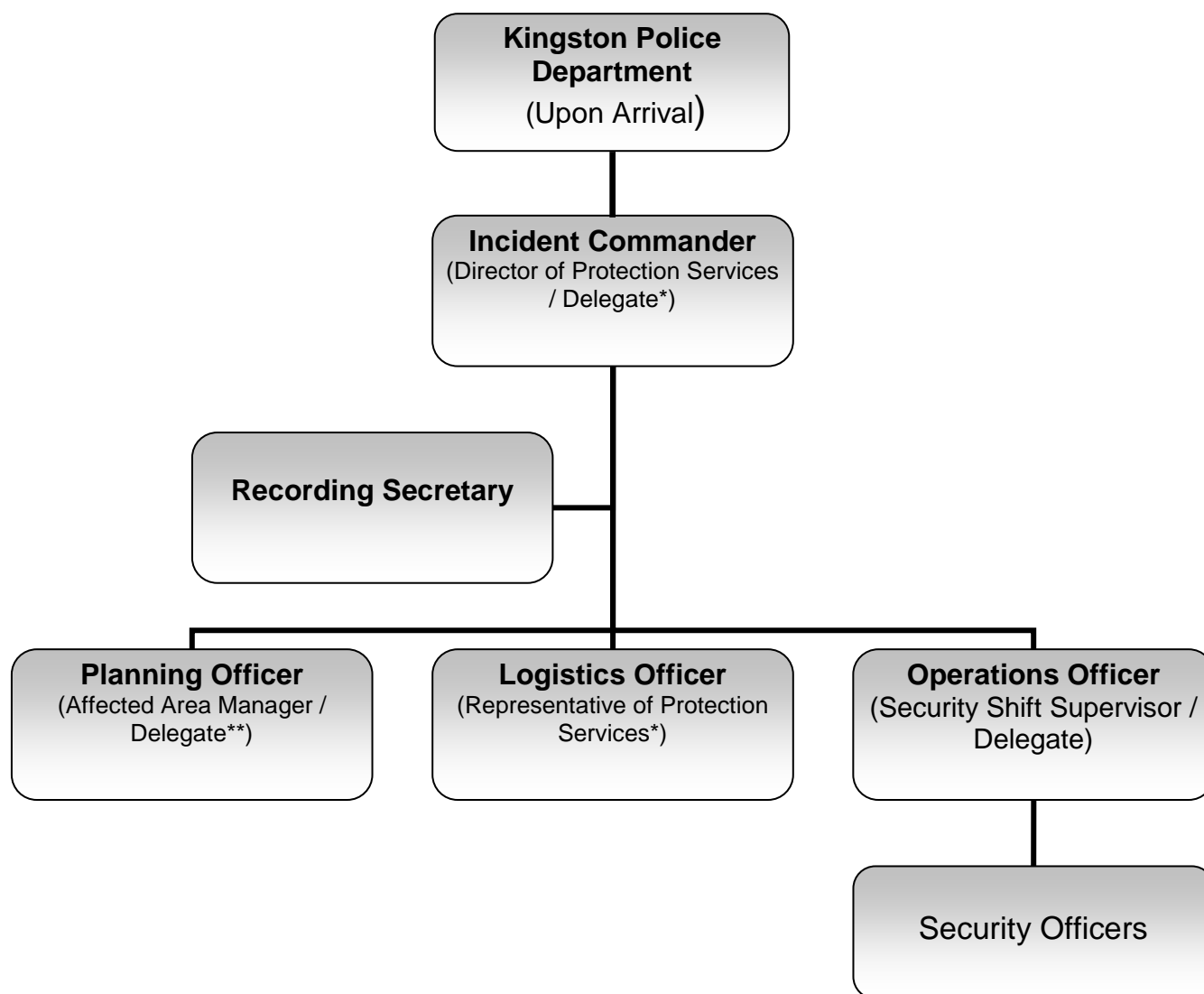
**Security Officers**

- ☐ Participate in a team debriefing
- ☐ Resume normal duties

## 5.0 Response & Recovery – Incident Command Centre

### Response

#### 5.1 Incident Management System



**Hospital personnel are subordinated to the command of the Police upon their arrival**

\*"Delegate or Representative may be, but is not limited to, the Director of Protection Services, the Manager of Emergency Management, or the Manager of Security & Life Safety.

\*\*"Delegate" refers to the next level of appointed authority; in this case, the Administrative Coordinator.

## 5.2 Upon Receiving the Code Purple Notification

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

- ☐ Establish the Incident Command Centre in the Security Office
- ☐ Ensure that Switchboard personnel are aware of the location and contact number for the Incident Command Centre
- ☐ Appoint the following positions, only if the regular assigned persons are not available
  - ☐ Planning \_\_\_\_\_
  - ☐ Logistics \_\_\_\_\_
  - ☐ Operations \_\_\_\_\_
  - ☐ Recording Secretary \_\_\_\_\_
- ☐ Ensure Affected Area Manager / Delegate is en route to the Incident Command Centre
- ☐ Make certain the perimeter to the incident area is maintained to prevent staff and family members from attempting to gain access
- ☐ Establish a contained area in a safe location away from the incident site as a sheltering area for potential witnesses for Police
- ☐ To the best of your ability, gather names of hostages (patients, visitors or staff). Attempt to get background information about each individual (staff / patient files). This information is invaluable to the Police.
- ☐ Receive status report / discuss initial action plan with required positions
- ☐ Notify Strategy Management & Communications of the situation
- ☐ Contact Patient Relations and Risk Management to assist with managing family members and visitors of hostages
- ☐ Prepare to provide a situational report to the President & CEO / Delegate<sup>4</sup>
- ☐ Be prepared to transfer command to a higher authority (e.g., Police / CEO)
- ☐ Consult with Police on threat severity
- ☐ Oversee the Security response, under the direction of the Police
- ☐ Conduct regular business cycles with Incident Command Centre officers
- ☐ Prepare to receive further calls from Switchboard operators
- ☐ Determine evacuation needs and prepare to make recommendations

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<sup>4</sup> "Delegate" is the next level of appointed authority; in this case, the Duty Administrator, or as appointed.



- ☐ If anyone is released from a hostage situation remove him / her from the area immediately and take him / her to the established safe area for witnesses to be debriefed and provided with medical attention, as necessary

**Planning Officer – Affected Area Manager / Delegate**

- ☐ Initiate the recall of off-duty hospital personnel, as required
- ☐ Ensure the continuation of hospital functions in the remainder of the facility
- ☐ Prepare for the termination of the emergency and any debriefing requirements

**Logistics Officer – Representative of Protection Services**

- ☐ Provide radio communication as necessary
- ☐ Provide a copies of the floor plan, keys and proxy-cards for the affected area for the Police
- ☐ Be prepared to provide provisions for the Incident Command Centre in the event of an extended emergency (i.e. food, etc.)

**Operations Officer – Security Shift Supervisor**

- ☐ In the absence of the Director of Protection Services, Manager of Security & Life Safety or Manager of Emergency Management, Parking & Security Operations Centre assume command of the incident until the arrival of a higher authority.
- ☐ Ensure an Officer has been dispatched to the main entrance to meet the Police
- ☐ Ensure an Officer has been dispatched to a safe area adjacent to the incident site to isolate the area in order to preserve evidence and assist with security of the scene
- ☐ Isolate the area by removing personnel not involved
- ☐ Maintain safe distance and do not endanger self
- ☐ Control unauthorized personnel from the scene
- ☐ Do not negotiate with or provide anything to the hostage taker(s)
- ☐ Do not physically interfere with the hostage taker

**Recording Secretary**

- ☐ Document all actions within the Incident Command Centre

**Recovery****5.3 Upon Notification That the Crisis Has Concluded****Incident Commander**

- ☐ Prepare for team debriefing

**Planning Officer**

- ☐ Ensure that all documentation is collected for debrief preparation
- ☐ Participate in a team debriefing
- ☐ Resume normal duties

**Logistics Officer**

- ☐ Ensure equipment used has been returned and in proper storage
- ☐ Participate in a team debriefing
- ☐ Resume normal duties

**Operations Officer**

- ☐ Ensure that a comprehensive occurrence report is filed immediately
- ☐ Participate in a team debriefing
- ☐ Resume normal duties

**Recording Secretary**

- ☐ Document recovery actions in the Incident command Centre
- ☐ Participate in a team debriefing
- ☐ Resume normal duties

## **6.0 Response & Recovery – Affected Area Manager**

### **Response**

#### **6.1 If You Are the Person Witnessing the Hostage Situation**

- ☐ Immediately refer to the Response procedures for All Staff – 2.0 Person Witnessing The Hostage Situation

#### **6.2 Upon Receiving the Code Purple Notification**

- ☐ Cease all unnecessary activity
- ☐ Move self and all others to a safe location
- ☐ Delegate a suitable staff member to oversee a departmental response to the emergency and provide the contact number for the Incident Command Centre (via Switchboard)
- ☐ Go to the Incident Command Centre in the Dietary 1 Security Office to assume role of Planning Officer. See subject: Response & Recovery – Incident Command Centre Pg. 11

### **Recovery**

#### **6.3 Upon Notification That the Crisis Has Concluded**

- ☐ Arrange for a debrief session with involved staff
- ☐ In consultation with the CEO / Delegate determine the need for a Critical Incident Stress Debriefing (EFAP) <sup>5</sup> for involved staff
- ☐ Resume normal duties

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<sup>5</sup> “EFAP” is an Employee and Family Assistance Program available free of charge to staff of Kingston General Hospital through the Healthy Workplace Services department.

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## 7.0 Response & Recovery – President & CEO / Delegate<sup>6</sup>

### Response

#### 7.1 Upon Receiving the Code Purple Notification

- ☐ Prepare to receive situational report / briefing from the Incident Commander
- ☐ Determine with Police whether or not an overhead page needs to be announced
- ☐ Consider implementation of the Hospital Emergency Operations Centre (See EOC Implementation Plan)
- ☐ If recommendation is to commence further evacuation consider the following:
  - ☐ Implementation of Code Green (Evacuation)
  - ☐ Implementation of Crisis Communication Plan
- ☐ Ensure that Police directions with regard to Hospital activity are followed
- ☐ Consult with Police negotiators regarding the availability of minor concessions (i.e. coffee, food, cigarettes, etc.)
- ☐ Do not personally negotiate with the hostage taker

### Recovery

#### 7.2 All Clear – Declaring Return to Normal Operations

- ☐ In consultation with Police officials, determine whether the crisis has concluded, that it is safe to resume normal operations and authorize the Switchboard to announce the “All Clear” if an overhead announcement was given
- ☐ Implement a course of action to manage a major disruption of Hospital routine, if necessary
- ☐ Arrange for a debrief session between the Incident Command Centre and the Emergency Operations Centre
- ☐ Arrange for a debrief session with involved staff
- ☐ Arrange a Critical Incident Stress Debriefing (EFAP<sup>7</sup>) for involved staff

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<sup>6</sup> “Delegate” is the next level of appointed authority; in this case the Duty Administrator, or as appointed.

<sup>7</sup> “EFAP” is an Employee and Family Assistance Program available free of charge to staff of Kingston General Hospital through the Healthy Workplace Services department.

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