

i. OUTLINE

Loss of Heat/Steam

Upon Discovery of a Loss of Heat/Steam

All Staff

Contact Facilities (3333)
Initiate heat conservation measures

Refer to Page 3

Maintenance

Notify Switchboard to announce level
of response required
(Phase 1 or 2)

Refer to Page 7

Security (Protection Services)

During times when Maintenance is
not on site Security will notify
Switchboard to announce level of
response required

Refer to Page 9

Switchboard

Announce Loss of Heat Phase 1 or 2, (as directed)

Notify:

- Security Control Centre 4142
- Infection Control
- President & CEO/Administrative Coordinator/Delegate

Refer to Page 5

Security Control Centre

Notify vulnerable areas of loss of heat. Most vulnerable areas will need to be notified due to the potential ventilation shut down.

Refer to Page 9

Upon Hearing a Loss of Heat Announced

All Staff

Do not call Switchboard
(Unless it is urgent)
Initiate heat conservation measures

Refer to Page 3

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Appendices

Appendix A – Loss of Heat/Steam Assessment Form

1.0 General Overview

1.1 Plan to Be Used In Case of a Loss of Heat/Steam

The loss of heat/steam via a disruption of heat/steam service to a portion of, or the entire facility represents a major hazard to the patients, staff and visitors to the hospital. Many hospital services may be impacted. As a result, this plan is in place to effectively and efficiently manage the effects of a loss of heat/steam to the facility.

1.2 Steam Service

The hospital steam is supplied by the Queen's University Central Heating Plant. A network of internal pipes distributes that steam throughout the facility for heating purposes. Additionally, it is used for food preparation and instrument sterilization. A failure of the steam generation plant or any part of the internal network of pipes could represent a loss of heat/steam to a portion of, or the entire facility.

1.3 Conservation Measures

Conservation measures should be taken any time there is a loss of heat/steam to the facility. This includes closing doors, temporarily closing redundant exterior exits and shutting down of the ventilation system to avoid heat loss and freezing of coils.

1.4 Notification

All areas will be notified whenever steam service is disrupted. In emergency cases notification will be made via overhead announcements, all users email, Vocera, and/or by phone. In non-emergency cases, or during testing, this will be done in advance by e-mail or hard copy and by phone to affected areas. Prior to and upon completion of non-emergency shut downs, or testing, Maintenance will notify the affected areas to verify that steam service will resume.

1.5 Resumption of Steam Service

In the event of a loss of heat/steam, precautionary steps may need to occur before transitioning back to normal steam service. There will be notification to staff when steam service resumes.

1.6 Incident Command Centre

If the loss of heat/steam is isolated to one area of the facility the Incident Commander will be the Manager of Plant Operations & Maintenance who will make the decision of whether the Incident Command Centre should be established.

In the event of a complete loss of heat/steam to the facility, the Incident Commander is the Director of Protection Services/Delegate. The Incident Command Centre will be set-up in the Security Office Conference Room in Dietary 1. The Incident Commander is the direct contact for the Kingston General Hospital Emergency Operations Centre.

1.7 Operating Rooms/Catheterization Laboratory

Due to the need to shut down the ventilation system to reduce heat loss, the Operating Rooms will be directly affected, as they cannot operate without continuous ventilation.

Operations may need to be delayed or cancelled. Immediate notification to the ORs of the situation will be required in order to coordinate these deferrals or cancellations. The Cath Lab may also be affected by the shut down of the HVAC system.

1.8 Queen's Central Heating Plant

The Queen's Central Heating Plant has multiple boilers available for redundancy should part of their system be malfunctioning. However, there is lead time (30+ minutes) required to get auxiliary boilers up and running to supply steam to the hospital. The time to build enough pressure to supply the hospital with steam could also be another 30+ minutes.

1.9 Cogen Power Plant

The Cogen Power Plant is operated by Queen's University and generates power via natural gas heating water into steam to drive electrical generators.

In the event of a Queen's Central Heating Plant failure, the Cogen steam power plant does have the capability to supply steam for the hospital. However, it will take at least an hour to get the steam generation started and at least another hour for the pressure to be built up to the point that heating is restored to the hospital.

1.10 Definitions

Phase 1 – Partial Loss Heat/Steam Service

In this phase, loss of heat/steam is due to the failure of internal steam transportation infrastructure which only affects a specific area of the facility. There is no interruption of Queen's steam plant generation to the facility.

Phase 2 – Complete Loss of Heat/Steam Service

In this phase, loss of heat/steam is due to a complete Loss of Heat/Steam service to the facility.

Depending on the severity of the heat loss and the ambient temperature outside, Incident Command will determine whether the hospital can defend-in-place or if a Code Green – Evacuation will be required.

2.0 Response & Recovery – All Staff

Response

2.1 Phase 1 – Partial Loss of Heat/Steam

DO NOT CALL SWITCHBOARD, UNLESS IT IS URGENT

A Phase 1 steam loss is due to the failure of any internal steam handling systems and/or steam distribution equipment, such as pipes to a specific area(s) of the hospital.

Be aware that patient food preparation by Nutrition Services may be impacted.

- ☐ Notify Facilities **(3333)** of any areas critical to functionality that are impacted by the heat/steam loss
- ☐ Ensure patients and visitors are aware of the loss of heat/steam
- ☐ Close doors and windows, as applicable to contain heat
- ☐ Ensure warming cupboards are filled with blankets
- ☐ Assess need for extra blankets
- ☐ Help dress patients with their personal sweaters, jackets, socks, hats, if deemed appropriate to do so

2.2 Phase 2 – Complete Loss of Heat/Steam Service

All patient care staff are asked to report back to their units, all ancillary staff (Environmental Services, Nutrition, etc.) are to report to their departments

- ☐ All Managers/Charge Staff will evaluate the impact of heat/steam loss on their area using the Loss of Heat/Steam Assessment Form in the Appendix
- ☐ Notify Facilities **(3333)** of any areas critical to functionality that are impacted by the heat/steam loss
- ☐ Close doors and windows, as applicable to contain heat
- ☐ Assess need for extra blankets
- ☐ Ensure warming cupboards are filled with blankets
- ☐ Help dress patients with their personal sweaters, jackets, socks, hats, if deemed appropriate to do so
- ☐ Await further instructions from Maintenance/Incident Command Centre

Recovery**2.3 Upon Notification That the Crisis Has Concluded**

- ☐ Advise patients and visitors that the heat/steam service has resumed
- ☐ Refer any media inquiries to the Public Affairs department
- ☐ Participate in a debriefing session
- ☐ Resume normal duties

3.0 Response & Recovery – Switchboard

Switchboard will be notified of a loss of heat/steam by Maintenance/Security.

Response

3.1 Phase 1 – Partial Loss of Heat/Steam Service

- ☐ Notify, if not already aware:
 - ☐ Security Control Centre (4142)
 - ☐ Affected Area Manager(s)/Delegate
- ☐ Make announcement for Phase 1, if instructed to do so by Maintenance

3.2 Phase 2 - Complete Loss of Heat/Steam Service

- ☐ Announce overhead three times **“Phase 2 Heat/Steam Loss”**
- ☐ Notify, if not already aware:
 - ☐ Security Control Centre (4142)
 - ☐ Infection Control / On-Call; advise hand washing may be affected by loss of hot water
 - ☐ President & CEO/Administrative Coordinator
 - ☐ *Make public announcement

*0700 - 2100 announce the following: **“Your attention please, your attention please, your attention please – the facility is experiencing difficulties with its heat and steam supply. We ask all patients and visitors to limit opening exterior doors to the facility. Please use designated exits only. ”**

Recovery

3.3 Upon Notification That the Crisis Has Concluded

- ☐ Announce over the public address system three times, **“Heat/Steam Loss, All Clear”**
- ☐ Notify, if not already aware:
 - ☐ Security Control Centre
 - ☐ President & CEO/Administrative Coordinator

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4.0 Response & Recovery – Maintenance

Response

4.1 Upon discovery of a Loss of Steam Pressure

Director, Facility Engineering and Maintenance Service/Delegate¹

- ☐ Determine if the loss of heat/steam is localized to a specific area of the hospital (Phase 1 Loss of Heat/Steam) or if the entire facility is affected (Phase 2 Loss of Heat/Steam)
- ☐ If the entire facility is affected, contact Queen's Central Heating Plant (**613-533-6000 ext. 77597**) to find out the cause of the steam pressure loss
- ☐ If a specific area in the facility is without heat/steam, report to that area and assess the cause of the heat/steam outage and determine the level of response required
- ☐ If the affected area has negative pressure rooms in use contact Infection Control to assess alternatives, should the HVAC system be shut down
- ☐ If the affected area has fume hoods, flow hoods or biological safety cabinets notify OHSW and Lab/Pharmacy managers. Alternate plans may be required should the HVAC system be shut down
- ☐ Notify Switchboard of the Phase 1 or 2 Loss of Heat/Steam

4.2 Phase 1 – Partial Loss of Heat/Steam

Manager Plant Operations & Maintenance/Delegate

- ☐ Take lead in the response to the loss of heat and assume Incident Commander role (determine the need to establish an Incident Command Centre)
- ☐ Provide Switchboard a list of affected areas for notification to the Area Manager
- ☐ Take necessary steps to rectify heat/steam loss

Maintenance Staff

- ☐ Receive direction on appropriate steps to rectify heat/steam loss

4.3 Phase 2 – Complete Loss of Heat/Steam Service

Director, Facility Engineering and Maintenance Service/Delegate

- ☐ Assume the role of Planning Officer in the Incident Management System and report to the Dietary 1 Security Conference Room (**6393**) to provide/receive initial update to/from the Incident Commander
 - ☐ Advise on need to shut down ventilation (HVAC) to limit heat loss and freezing of coils

¹ Delegate refers to the next level of appointed authority, in this case, the Manager Plant Operations & Maintenance

- ☐ If affected areas have negative pressure rooms in use contact Infection Control to assess alternatives, should the HVAC system be shut down
- ☐ If the affected area has fume hoods, flow hoods or biological safety cabinets notify OHSW and Lab/Pharmacy managers. Alternate plans may be required should the HVAC system be shut down
- ☐ Notify any additional available Maintenance staff to assist
- ☐ Notify the President & CEO/Delegate
- ☐ Liaise with Queen's Central Heating Plant (**613-533-6000 ext. 77597**) on resumption of steam service
 - ☐ Discuss option of using Cogen plant to bring steam pressure back up
- ☐ Monitor and adjust building systems, loads, plant equipment, infection control systems, life safety systems as required and advise Incident Command on status of systems
- ☐ Prepare for the possibility of evacuation of the facility (Code Green)
- ☐ Provide regular reports to the President & CEO/Delegate
- ☐ Refer to Incident Command Centre section of plan for further instructions – Page 13

Maintenance Manager/Delegate

- ☐ Assume the role of Operations Officer in the Incident Management System and report to the Dietary 1 Security Conference Room
- ☐ Update the Director of Protection Services/Delegate on the status of the incident
- ☐ Prepare for response:
 - ☐ Liaise with Security Services in the Incident Command Centre to prioritize areas affected by the Loss of Heat/Steam and dispatch Maintenance response
 - ☐ Determine the expected length of heat/steam loss
 - ☐ Refer to Incident Command Centre section of plan for further instructions – Page 13

Maintenance Staff

- ☐ Report to the Maintenance department for required response to heat/steam loss
- ☐ Respond to affected areas based on priority need as designated by Manager of Plant Operations & Maintenance/Delegate

Recovery**4.4 Return to Normal Operations****Phase 1****Manager, Plant Operations & Maintenance/ Delegate**

- ☐ Notify Switchboard to announce an All Clear
- ☐ Prepare for a debriefing with Maintenance staff

Maintenance Staff

- ☐ Participate in a team debriefing

Phase 2**Manager, Plant Operations & Maintenance/Delegate**

- ☐ Ensure transfer back to heat/steam service has occurred
- ☐ Ensure all facility areas have heat/steam service

5.0 Response & Recovery – Protection Services

Response

5.1 Phase 1 – Partial Loss of Heat/Steam Service Kingston Hospitals' Security Control Centre Operator

- ☐ Notify, if not already aware
 - ☐ Maintenance/Maintenance on-call
 - ☐ Security Shift Supervisor of Phase 1 heat/steam loss and location
 - ☐ Mobile Patrol Supervisor
 - ☐ OHSW
- ☐ **If affected**, notify:
 - ☐ Operating Rooms (Connell/Kidd 2 (**7820**) (Connell 5 OR (**2315**)) and Cath Lab (**1328**); advise ventilation may need to be shut down by Maintenance
 - ☐ Cancer Centre (**7078**); advise ventilation may need to be shut down by Maintenance; advise it could impact chemotherapy
 - ☐ Pharmacy (**6021**); advise ventilation may need to be shut down by Maintenance; advise it could impact sterile drug preparation
 - ☐ Central Processing Services (**4020**); advise steam may be unavailable
 - ☐ Nutrition Services (**2215**); advise steam may be unavailable
 - ☐ Volunteer Services (**2359**); advise Davies 1 or Burr 0 entrance will be affected
 - ☐ Patient Registration Armstrong building (**2342**); entrance may be locked
 - ☐ Receiving (**4239**); advise heating may be unavailable
 - ☐ Labs (**56-32828**); advise fume hoods will be unavailable
 - ☐ GIDRU (**6543**); advise fume hoods will be unavailable
- ☐ Document all activity related to heat/steam loss response

Security Shift Supervisor

- ☐ Upon notification that an area(s) in the facility is without heat/steam, report to that area and assess the cause of the heat/steam service outage and determine the level of response required (e.g. providing/distributing extra blankets, etc.)
- ☐ Notify, if not already aware:
 - ☐ Security Control Centre **via radio**
 - ☐ Maintenance/Maintenance on-call via CCO
- ☐ Liaise with Director/Manager of Affected Area/Delegate
- ☐ Liaise with the Administrative Coordinator during the absence of the Director and Managers
- ☐ Prepare to transfer command to a higher authority and respond as directed

Security Officers

- ☐ Receive direction from Shift Supervisor

Mobile Patrol Supervisor

- ☐ Liaise with Security Shift Supervisor and respond if required

Senior Security Supervisor

- ☐ Liaise with Manager of Security and respond if required

Manager Security, Life Safety, Access Control & Special Projects/Delegate

- ☐ Request Fire Alarm and Security Technician to assess the need to shut down sprinkler systems in cold areas (e.g. Angada, GIDRU, Kidd 0 stairwell, etc.)

5.2 Phase 2 – Complete Loss of Heat/Steam Service**Kingston Hospitals' Security Control Centre Operator**

- ☐ Receive notification from Maintenance/Queen's Central Heating Plant that there is a loss of heat/steam
- ☐ Upon notification of Phase 2 heat/steam loss, immediately notify Manager, Plant Operations & Maintenance/Maintenance On-call via Switchboard.

Notify, if not already aware:

- ☐ Director Protection Services/Delegate
- ☐ Security Shift Supervisor
- ☐ Mobile Patrol Supervisor
- ☐ Occupational Health, Safety & Wellness (**4389**)
- ☐ Operating Rooms (Connell/Kidd 2 (**7820**) (Connell 5 OR (**2315**)) and Cath Lab (**1328**); advise ventilation may need to be shut down by Maintenance
- ☐ Cancer Centre (**7078**); advise ventilation may need to be shut down by Maintenance
- ☐ Pharmacy (**6021**); advise ventilation may need to be shut down by Maintenance; advise it could impact sterile drug preparation
- ☐ Central Processing Services (**4020**); advise steam may be unavailable
- ☐ Nutrition Services (**2215**); advise steam may be unavailable
- ☐ Volunteer Services (**2359**); advise Davies 1 or Burr 0 entrance will be affected
- ☐ Patient Registration Armstrong building (**2342**); entrance may be locked
- ☐ Receiving (**4239**); advise heating may be unavailable
- ☐ Labs (**56-32828**); advise fume hoods will be unavailable
- ☐ GIDRU (**6543**); advise fume hoods will be unavailable

- ☐ If you are contacted with ongoing information concerning the Loss of Heat/Steam, notify the Incident Commander at **6393** when the Incident Command Centre is established
- ☐ **If authorized by the Incident Commander:**
 - ☐ Activate the Emergency Operations Centre (EOC) Call Back. Advise EOC members to report to the Watkins 2 Committee Room with identification

Security Shift Supervisor

- ☐ Assist with auditing risk areas, which may have been impacted by the heat/steam loss
- ☐ If you are contacted with information pertinent to any risk issues notify the Incident Command Centre immediately
- ☐ As soon as possible, survey all sites to determine the extent of the heat/steam loss at each site and any updates regarding the incident
- ☐ Liaise with Maintenance to determine which access points need to be closed to reduce heat loss (e.g. Armstrong entrance)
- ☐ Set up barriers and signage at closed access points. Signage to include alternate entrance, reason for closure and estimated time to resolution and date
- ☐ If the EOC is established, delegate a Security Officer to provide access control

Security Officer

- ☐ Await instruction from Security Shift Supervisor/Delegate

Mobile Patrol Supervisor

- ☐ Liaise with Security Shift Supervisor and respond if required

Senior Security Supervisor

- ☐ Liaise with Manager of Security and respond if required

Director of Protection Services/Delegate

- ☐ Report to Dietary 1 Security Conference Room and set up Incident Command Centre
- ☐ Receive status report/discuss initial action plan with required positions
- ☐ Determine the need to establish Incident Commands at St. Mary's of the Lake Hospital
- ☐ Refer to Incident Command Centre Section of Plan on page 13 for further instructions

Manager, Emergency Management, Parking & Security Control Centre/Delegate

- ☐ Report to the Dietary 1 Security Conference Room
- ☐ Refer to Incident Command Centre Section of Plan on page 13 for further instructions

Manager Security, Life Safety, Access Control & Special Projects/Delegate

- ☐ Ensure the continuation of Security Mobile Patrol functions for all sites
- ☐ Call in extra staff as required
- ☐ Ensure Mobile Patrol Supervisor surveys St. Mary's of the Lake to determine the extent of the heat/steam loss and any changes regarding heat/steam loss
- ☐ Report all sites level of heat/steam loss to the Incident Commander and provide site updates regarding changes in heat/steam loss
- ☐ Request Fire Alarm and Security Technician to assess the need to shut down sprinkler systems in cold areas (e.g. Angada, GIDRU, Kidd 0 stairwell, etc.)

Recovery**5.3 Upon Notification That the Crisis Has Concluded****Director of Protection Services/Delegate**

- ☐ Prepare for team debriefing

Manager, Emergency Management, Parking & Security Control Centre/Delegate

- ☐ Ensure that all documentation is collected for debrief preparation
- ☐ Ensure that a comprehensive occurrence report is filed immediately
- ☐ Dismantle the EOC/ICC and update supplies as needed
- ☐ Participate in a team debriefing

Manager Security, Life Safety, Access Control & Special Projects/Delegate

- ☐ Participate in a team debriefing
- ☐ Provide direction to Security Shift Supervisor/Delegate

Mobile Patrol Supervisor

- ☐ Participate in a team debriefing

Security Control Centre

- ☐ Prepare documentation for debriefing
- ☐ Participate in a team debriefing

Security Officers

- ☐ Await direction from the Security Shift Supervisor/Delegate
- ☐ Participate in a team debriefing

6.0 Response & Recovery – Incident Command Centre

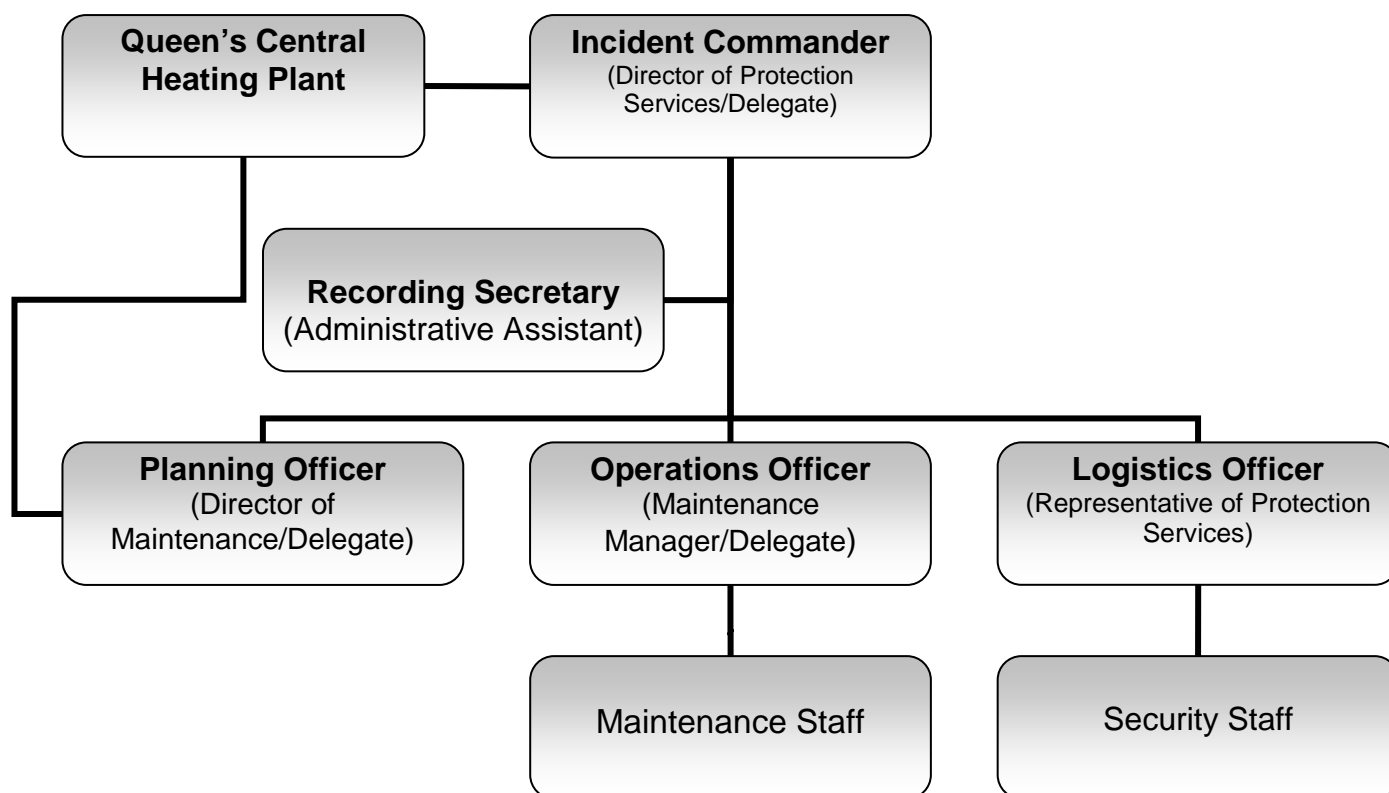
Response

6.1 Phase 1 – Partial Loss of Heat/Steam Service

During Phase 1 Loss of Heat/Steam, normally, there is no need to establish an Incident Command Centre. The Manager of Plant Operations & Maintenance/Delegate will act as Incident Commander of the incident. If a critical area of the facility is affected the decision to establish the Incident Command Centre rests with the Incident Commander.

6.2 Phase 2 – Complete Loss of Heat/Steam Service

Incident Management System



Incident Commander – Director of Protection Services/Delegate²

- ☐ Establish the Incident Command Centre (Dietary 1 Security Conference Room)
- ☐ 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
- ☐ In the case of a Phase 2 heat/steam loss, preparations may be required for a facility evacuation (Code Green)
- ☐ Liaise with President & CEO/Delegate and assess the need to activate the Corporate Emergency Operations Center (EOC) and call back of Program Directors
- ☐ Consult with Chief of Staff/ VP Patient Care Programs & Chief Nursing Executive on discharge of patients, cancellation of clinics and elective surgeries
- ☐ Consider call to EMAT for provision of a portable hospital or supplemental heating capability
- ☐ Notify Kingston Hospitals' Security Control Centre Operator to call Corporate EOC members if required, and have them report to the EOC at Watkins 2 Committee Room
- ☐ Request Kingston Hospitals' Security Control Centre Operator to initiate a fan-out for Program Directors
- ☐ Notify Public Affairs on call via Switchboard
- ☐ Authorize staff fan-out lists as required in consultation with Program Directors/Managers
- ☐ Consider the need to inventory heat/steam affected areas by conducting an audit of the facility.
- ☐ Ensure the EOC is set-up, if required
- ☐ Prepare to provide a situational report to the President & CEO/Delegate
- ☐ Ensure the EOC is appropriately informed of any identified risk issues
- ☐ Brief Program Directors on the status of the incident
- ☐ Be prepared to transfer command to a higher authority (i.e. President & CEO)

² The delegate may be, but is not limited to the Manager of Emergency Management, Manager of Security Parking & Access Control, or the Security Shift Supervisor.

- ☐ When the EOC is activated assume role of Emergency Management/Liaison Officer and delegate role of Incident Commander
- ☐ When the EOC is activated, liaise with the Director, Facility Engineering and Maintenance Service to keep Maintenance aware of any critical incidents occurring during heat/steam loss

Planning Officer – Director, Facility Engineering and Maintenance Service

- ☐ Initiate the recall of off-duty Maintenance personnel, as required
- ☐ Ensure the continuation of Maintenance functions in the remainder of the facility
- ☐ Continue liaising with the Queen's Central Heating Plant on the status of the steam supply and estimated time of repair
- ☐ Ensure monitoring of the temperature in the building on an hourly basis
- ☐ Project expected internal temperatures at 4 hour intervals based on external temperatures and hourly monitoring of internal temperatures
- ☐ Establish a threshold temperature of when building occupation will not be sustainable. Discuss with Incident Commander when/if evacuation would need to begin ahead of the threshold.
- ☐ Regularly assess risk and make recommendations on length of heat/steam loss and any special needs including the shutting down of specific equipment as part of heat conservation
- ☐ Ensure the Maintenance Manager/Delegate is aware of any emergency medical procedures occurring that could be affected by the heat/steam loss
- ☐ Provide regular reports to the Incident Commander

Operations Officer – Maintenance Manager/Delegate

- ☐ Provide communication as necessary to Incident Command Centre
- ☐ Initiate the reduction of services
- ☐ Allocate and deploy staff as necessary to manage Loss of Heat/Steam and to assist with the resumption of heat/steam service
- ☐ Assess impact of heat/steam loss

Logistics Officer – Representative of Protection Services

- ☐ Liaise with maintenance to audit the facility to identify areas affected by the Loss of Heat/Steam
- ☐ Notify the Manager of Plant Operations & Maintenance of the areas affected by the Loss of Heat/Steam for Maintenance response
- ☐ Provide a Security guard to be posted inside the ambulance bay entrance to ensure the first set of double doors are closed before the second set of doors is opened

upon entrance and exit . This will reduce the cold air flowing directly into the ER thus preserving the internal temperature

- ☐ Ensure Control Centre Operator has notified:
 - ☐ Operating Rooms (Connell/Kidd 2 (**7820**) (Connell 5 OR (**2315**)) and Cath Lab (**1328**); advise ventilation may need to be shut down by Maintenance
 - ☐ Cancer Centre (**7078**); advise ventilation may need to be shut down by Maintenance
 - ☐ Pharmacy (**6021**); advise ventilation may need to be shut down by Maintenance; advise it could impact sterile drug preparation
 - ☐ Central Processing Services (**4020**); advise steam may be unavailable
 - ☐ Nutrition Services (**2215**); advise steam may be unavailable
 - ☐ Volunteer Services (**2359**); advise Davies 1 or Burr 0 entrance will be affected
 - ☐ Patient Registration Armstrong building (**2342**); entrance may be locked
 - ☐ Receiving (**4239**); advise heating may be unavailable
 - ☐ Labs (56-32828); advise fume hoods will be unavailable
 - ☐ GIDRU (?????); advise fume hoods will be unavailable
 - ☐ OHSW (via Switchboard if necessary)
- ☐ Contact Nutrition Services about the provision of warm beverages to staff
- ☐ Contact Kingston Regional Hospital Laundry (**613 544-7906**) about provision of extra blankets
- ☐ If damages or other incurred costs of the emergency are expected to be more than \$5000, contact Risk Management and/or the Insurance Adjustor. Ensure Maintenance and other involved departments track their expenses for the duration of the emergency. Tracked expenses must be submitted to Finance and Risk Management
- ☐ Be prepared to provide provisions for the Incident Command Centre in the event of an extended emergency (i.e. food, water, etc.)
- ☐ Be prepared to assume role of Incident Commander of the Incident Command Centre when the Emergency Operations Centre is activated
- ☐ Prepare for the termination of the emergency and any debriefing requirements

Recording Secretary

- ☐ Answer phone in the Dietary 1 Security Conference Room (**6393**)
- ☐ Document all actions within the Incident Command Centre
- ☐ Prepare for the termination of the emergency and any debriefing requirements (i.e. stationery, location, etc.)

Recovery

6.3 Return to Normal Operations

Phase 1

Director, Facility Engineering and Maintenance Service/Delegate

- ☐ Prepare for a debriefing with Maintenance staff and the President & CEO/Delegate

Phase 2

Incident Commander

- ☐ Upon notification from the Queen's Central Heating Plant that the steam service has been restored, authorize Switchboard to announce an All Clear
- ☐ Prepare for a debriefing with the Incident Command Centre
- ☐ Prepare for a debriefing with the EOC, if it was established
- ☐ Instruct staff to resume normal duties

Planning Officer

- ☐ Prepare for a debriefing with the Incident Command Centre
- ☐ Prepare for a debriefing with Maintenance staff
- ☐ As needs decrease in the response, deactivate positions and return Maintenance staff to their usual functions in a phased manner

Operations Officer

- ☐ Debrief staff on lessons learned and procedural/equipment changes needed
- ☐ Instruct staff to resume normal duties

Logistics Officer

- ☐ Ensure collection and return of heating sources, if distributed
- ☐ Ensure the following areas are aware of the return to normal operations
 - ☐ Operating Rooms (Connell/Kidd 2 (**7820**) (Connell 5 OR (**2315**)) and Cath Lab (**1328**)
 - ☐ Cancer Centre (**7078**)
 - ☐ Pharmacy (**6021**)
 - ☐ Labs (**56-32828**)
 - ☐ GIDRU (?????)
 - ☐ OHSW
 - ☐ Central Processing Services (**4020**)
 - ☐ Nutrition Services (**2215**)
 - ☐ Volunteer Services (**2359**)
 - ☐ Patient Registration Armstrong building (**2342**)
 - ☐ Receiving (**4239**)

- ☐ Compile any reports for debriefing

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7.0 Response & Recovery – Nutrition Services

Response

7.1 Phase 1 – Partial Loss of Heat/Steam Service

Director of Nutrition Services/Delegate

- ☐ If Nutrition is affected, assess the severity of the impact and determine required actions to maintain department functions
 - ☐ Determine alternative to steam food preparation, dish cleaning, etc.
 - ☐ Contact service company (i.e. Compass) to provide alternate food source, if required
 - ☐ Determine the need for further response

7.2 Phase 2 – Complete Loss of Heat/Steam Service

Manager of Nutrition Services/Delegate

- ☐ Assess impact to the Nutrition department and determine required actions to maintain department functions
- ☐ Determine alternative to steam food preparation, dish cleaning, etc.
- ☐ Contact service company (i.e. Sysco) to provide alternate food source, if required

Recovery

7.3 Upon Notification That the Crisis Has Concluded

Manager of Nutrition Services/Delegate

- ☐ Conduct a debriefing with involved staff
- ☐ Participate in a debriefing with Incident Command

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8.0 Response & Recovery – Operating Rooms/Catheterization Laboratory

Response

8.1 Phase 1 – Partial Loss of Heat/Steam Service

Manager of ORs/Delegate

- ☐ If the Operating Rooms are affected, assess the severity of the impact and determine required actions to maintain department functions
 - ☐ Assess need to cancel or defer upcoming operations
- ☐ Contact:
 - ☐ Central Processing Services for assessment of sterilization capabilities
 - ☐ Director of SPA Program to provide status update

Manager of Cath Lab/Delegate

- ☐ If the Cath Lab is affected, assess the severity of the impact and determine required actions to maintain department functions
 - ☐ Assess need to cancel or defer upcoming procedures
- ☐ Contact:
 - ☐ Director of Cardiac Program to provide status update

8.2 Phase 2 – Complete Loss of Heat/Steam Service

Manager of ORs/Delegate

- ☐ Assess the severity of the impact and determine required actions to maintain department functions:
 - ☐ Assess need to cancel or defer upcoming operations
- ☐ Contact:
 - ☐ Central Processing Services for assessment of sterilization capabilities
 - ☐ Director of SPA Program to provide status update

Manager of Cath Lab/Delegate

- ☐ Assess the severity of the impact and determine required actions to maintain department functions
 - ☐ Assess need to cancel or defer upcoming procedures
- ☐ Contact:
 - ☐ Director of Cardiac Program to provide status update

Recovery**8.3 Upon Notification That the Crisis Has Concluded**

- ☐ Conduct a debriefing with involved staff
- ☐ Participate in a debriefing with Incident Command

9.0 Response & Recovery – Central Processing Services

Response

9.1 Phase 1 – Partial Loss of Heat/Steam Service

Director of SPA/Delegate

- ☐ If CPS is affected, assess the severity of the impact and determine required actions to maintain department functions
 - ☐ Determine alternative sterilization options
 - ☐ Contact Hotel Dieu Hospital CPS about possible shipment of contaminated equipment for sterilization

9.2 Phase 2 – Complete Loss of Heat/Steam Service

Manager of CPS/Delegate

- ☐ Assess impact to CPS and determine required actions to maintain department functions
 - ☐ Determine alternative sterilization options
 - ☐ Contact Hotel Dieu Hospital for CPS about possible shipment of contaminated equipment for sterilization

Recovery

9.3 Upon Notification That the Crisis Has Concluded

Manager of CPS/Delegate

- ☐ Conduct a debriefing with involved staff
- ☐ Participate in a debriefing with Incident Command

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10.0 Response & Recovery - Affected Area Manager/Delegate³

Response

10.1 Phase 1 – Partial Loss of Heat/Steam Service

- ☐ Evaluate impact of heat/steam loss on their area using the Loss of Heat/Steam Assessment Form in the Appendix
- ☐ Notify Facilities (**3333**) of any areas critical to functionality that are impacted by the heat/steam loss
- ☐ Notify next level of authority (Director of program)
 - ☐ After hours, Administrative Coordinator to notify Duty Administrator, as appropriate
- ☐ Take steps to minimize heat loss in the department (keep doors closed, etc.)
- ☐ Determine the need for further response, if necessary

10.2 Phase 2 – Complete Loss of Heat/Steam Service

- ☐ Evaluate impact of heat/steam loss on their area using the Loss of Heat/Steam Assessment Form in the Appendix
- ☐ Notify Facilities (**3333**) of any areas critical to functionality that are impacted by the heat/steam loss)
- ☐ Notify next level of authority (Director of program)
 - ☐ After hours, Administrative Coordinator to notify Duty Administrator, as appropriate
- ☐ Take steps to minimize heat loss in the department (keep doors closed, etc.)
- ☐ Prepare for the possibility of a Code Green - Evacuation

Recovery

10.3 Upon Notification That the Crisis Has Concluded

- ☐ Advise patients and visitors that the heat/steam service has resumed
- ☐ Refer any media inquiries to the Public Affairs department
- ☐ Participate in a debriefing session
- ☐ Resume normal duties

³ Delegate refers to the next level of appointed authority; in this case, the Administrative Coordinator.

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11.0 Response & Recovery – President & CEO/Delegate⁴

Response

11.1 Phase 1 – Partial Loss of Heat/Steam

- ☐ Determine the need for further response, if necessary

11.2 Phase 2 – Complete Loss of Heat/Steam Service

- ☐ Prepare to receive situational report/briefing from the Incident Commander
- ☐ Determine the need to activate the Emergency Operations Centre
- ☐ Consider cancelling nonessential services (i.e. meetings, conferences, gift shop, etc.)
- ☐ In consultation with the Emergency Operations Centre/Incident Command Centre, assess the need for an evacuation of the facility (Code Green)
- ☐ Consult with Public Affairs on releasing a statement to the media

Recovery

11.3 Upon Notification That the Crisis Has Concluded

- ☐ Implement a course of action to manage a major disruption of facility routine and return to normal business as quickly as possible
- ☐ Arrange for a debrief session between Incident Command and the Emergency Operations Centre
- ☐ Arrange for a debrief session with involved staff

⁴ Delegate refers to the next level of appointed authority, in this case, the Duty Administrator.

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Appendix A – Heat/Steam Loss Assessment Form

Date: _____ Department: _____

Inspected by: _____ Signature: _____
(Print)

Contact #: _____

Forwarded to Incident Command Centre for Review ☐ Date: _____
Time: _____

| |
|---|
| Assessment Details (Include any negative impacts to patients or staff): |
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| Staffing Level Assessment: |
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| |

Received by Incident Command Centre ☐ Date: _____
Time: _____Received by: _____ Signature: _____
(Print)

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