

STRATHMERE LODGE

Emergency Management Program

COMMUNITY DISASTER RESPONSE PLAN

CODE ORANGE

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1. PURPOSE

The purpose of this Plan is to establish a coordinated response to a disaster or major emergency originating in the surrounding community that threatens, affects or could significantly disrupt Strathmere Lodge.

The Plan provides for:

- protection of residents, staff and others;
 - rapid assessment of external threats;
 - shelter-in-place;
 - securing the Home;
 - continuity of resident care;
 - maintenance of staffing and essential supplies;
 - coordination with municipal/County emergency authorities;
 - resident relocation or evacuation where required;
 - communication with residents, Substitute Decisions Makers (SDMs)/families and others;
 - and
 - recovery following the emergency.
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2. SCOPE

A community disaster is an emergency originating primarily **outside Strathmere Lodge** that threatens the Home, its residents, staff, essential services, access routes or ability to maintain resident care.

Potential events include:

- major transportation accident;
- railway derailment;
- hazardous material release;
- industrial accident;
- major fire or explosion;
- petroleum/gas pipeline emergency;
- widespread utility/infrastructure failure;
- community flooding;
- severe weather disaster;
- widespread public health emergency;
- major police/security incident;
- widespread transportation/road closure;
- community evacuation;
- mass casualty event;
- other declared or significant municipal/community emergency.

Strathroy-Caradoc specifically recognizes transportation accidents among local risks, and its emergency planning identifies hazardous material transportation incidents, infrastructure failure, petroleum/gas pipeline emergencies, fires/explosions and human health emergencies.

3. LOCAL COMMUNITY HAZARD PROFILE

3.1 Railway

Freight and passenger rail traffic passes through Strathroy, with the railway approximately **2 km from Strathmere Lodge**.

Freight traffic along the CN Strathroy Subdivision supports, among other activities, the significant petrochemical industry in the Sarnia area. Dangerous goods documented within this rail corridor include:

- petrochemicals;
- liquefied petroleum gas (LPG);
- sulphuric acid;
- sulphur dioxide; and
- other regulated dangerous goods.

Accordingly, a railway derailment or hazardous material release is considered a credible community hazard.

3.2 Industrial Hazards

Strathroy contains several industrial operations identified by municipal emergency/fire planning as high-risk locations.

Identified hazards include:

- magnesium processing operations;
- ammonia refrigeration;
- isopropyl alcohol;
- high combustible loads.

For example, provincial environmental approvals confirm magnesium manufacturing operations at Meridian facilities in Strathroy.

This Plan does **not** presume that these facilities present an immediate threat to Strathmere Lodge. Rather, industrial incidents are recognized as a reasonable community emergency scenario for preparedness purposes.

3.3 Transportation / Other Hazards

Road transportation accidents, hazardous material transportation incidents, utility/infrastructure failures, fires, explosions and other emergencies may also affect the Home.

4. PLAN ACTIVATION

Not every community incident requires activation of this Plan.

Activate where an external incident:

- presents or may present a threat to the Lodge;
 - requires shelter-in-place or securing the building;
 - disrupts access to the Lodge;
 - significantly affects staffing or supplies;
 - disrupts essential services;
 - results in an evacuation warning/order;
 - requires coordination with municipal/County emergency authorities; or
 - otherwise creates an imminent threat requiring immediate action.
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5. INCIDENT COMMAND

The **Charge Nurse (RN)** shall assume initial Incident Command after hours until relieved by the Administrator/designate.

For a prolonged or complex community disaster, the Home shall expand its Incident Management System structure according to operational need.

The Incident Commander shall:

- determine the nature and location of the threat;
- obtain information from reliable/official sources;
- establish whether the Lodge is immediately threatened;
- determine initial protective actions;
- notify Lodge/County leadership;
- coordinate departments;

- maintain resident care;
 - liaise with emergency authorities;
 - continuously reassess whether sheltering or evacuation is safest.
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6. INITIAL RESPONSE

Upon notification of a community disaster:

VERIFY → ASSESS → PROTECT → COMMUNICATE → MONITOR

VERIFY

Determine what has happened using authoritative information such as:

- Police;
- Fire Services;
- Municipality;
- Middlesex County Emergency Management;
- Middlesex-London Health Unit where applicable;
- provincial/federal emergency alerts;
- other appropriate emergency authorities.

Do not rely upon social media rumours as the basis for major protective decisions.

ASSESS

Determine:

- Where is the incident?
 - Is the Lodge threatened?
 - Is the hazard moving?
 - Are roads affected?
 - Are utilities affected?
 - Have emergency authorities issued instructions?
 - Is shelter-in-place indicated?
 - Is evacuation being considered?
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7. SHELTER-IN-PLACE

For many external hazards, **remaining inside the Lodge may be safer than evacuation.**

Examples include:

- Hazardous material plume;
- external smoke;
- nearby industrial incident;
- transportation incident;
- police/security emergency;
- unsafe road conditions.

Where shelter-in-place is initiated:

- bring residents and others indoors;
- close exterior doors and windows;
- secure/control exterior access;
- restrict unnecessary entry and exit;
- account for residents;
- move residents away from the threatened side of the building where appropriate;
- maintain medications, food, fluids and resident care;
- monitor emergency authority instructions.

HVAC

Where airborne contamination is suspected, Environmental Services shall:

- assess HVAC operation;
- shut down or modify outside air intake **when appropriate and directed/advised by emergency authorities or qualified personnel**;
- monitor building conditions;
- restore normal ventilation when safe.

Staff shall not independently make assumptions about whether shutting down ventilation is appropriate for a particular chemical.

8. RAILWAY / HAZARDOUS MATERIAL INCIDENT

If notified of a derailment or hazardous material release:

DO NOT GO OUTSIDE TO INVESTIGATE.

Staff shall:

- obtain official information;
- keep residents indoors;
- close windows/doors where indicated;
- control exterior access;
- notify Environmental Services regarding HVAC;
- move residents away from the exposed side of the building where appropriate;
- prepare for shelter-in-place or evacuation;
- follow Fire/Police/emergency management direction.

If evacuation is ordered:

Activate the Evacuation Emergency Response Plan.

Do not evacuate residents **toward or through a hazardous material plume or incident area.**

The Chemical Spill/Hazardous Materials emergency response plan may also be activated as applicable.

9. INDUSTRIAL FIRE / EXPLOSION / CHEMICAL RELEASE

Upon notification of a significant industrial incident:

- determine location and nature of hazard;
- follow emergency authority instructions;
- shelter-in-place where appropriate;
- secure the building;
- control HVAC where indicated;
- prepare for evacuation;
- monitor for changes in wind/hazard direction;
- maintain resident accountability.

911 shall be called if the Lodge experiences immediate effects or emergency assistance is required.

10. POLICE / SECURITY EMERGENCY IN THE COMMUNITY

Where Police direct the Home to secure because of an armed person, dangerous individual or other external security threat:

SECURE → SHELTER → RESTRICT → FOLLOW POLICE DIRECTION

- secure exterior doors;
- keep residents/staff/visitors inside;
- restrict entry and exit;
- move residents away from windows/exterior exposure where appropriate;
- maintain resident supervision;
- do not permit staff to leave to investigate;
- monitor Police instructions.

The Lodge's exterior doors can be secured; individual resident home areas (RHAs) cannot be independently secured.

If the threatening individual enters the Lodge:

Activate Code White / Violent Outburst Response Plan and call 911 as appropriate.

11. COMMUNITY INFRASTRUCTURE FAILURE

A widespread community emergency may result in:

- electrical outage;
- natural gas interruption;
- water failure;
- sewer disruption;
- telecommunications failure;
- fuel shortage;
- road closures.

Activate the **Loss of One or More Essential Services Response Plan** as applicable.

Multiple simultaneous service failures shall be treated as a potentially greater threat than an isolated outage.

12. STAFFING CONTINUITY

A community disaster may prevent incoming employees from reaching the Lodge.

The Incident Commander/leadership shall assess:

- current staffing;
- anticipated relief staffing;
- road conditions;
- staff available to remain;
- available off-duty staff;
- alternate staffing resources.

Measures may include:

- calling available staff;
- extending existing staffing coverage where necessary and safe;
- modifying staff assignments;
- prioritizing essential resident care functions;
- providing rest/food arrangements for employees required to remain onsite.

Staff shall not be directed to travel through conditions that emergency authorities have identified as unsafe.

13. FOOD, WATER, MEDICATIONS AND ESSENTIAL SUPPLIES

The Home shall maintain access to sufficient vital resources and emergency supplies.

During a community disaster, departments shall immediately assess:

- food;
- potable water;
- medications;
- personal protective equipment (PPE);
- continence products;
- medical/clinical supplies;
- linens;
- generator fuel;
- cleaning/sanitation supplies.

Do not wait until supplies are critically low before contacting suppliers.

Priority shall be given to continuity of resident care.

14. PHARMACY / MEDICATION CONTINUITY

Medication access shall be assessed early where roads, transportation or supplier operations may be affected.

Current pharmacy arrangements shall be maintained in the Home's emergency contact resources.

Pharmacy transition

CareRx – current provider

Advantage Pharmacy Care – effective November 4, 2026

Following transition, emergency contact information and this Plan's controlled resource/contact materials shall be updated accordingly.

Clinical downtime/emergency medication procedures shall be implemented where required.

15. COMMUNITY MASS-CASUALTY / DISPLACEMENT EVENT

Strathmere Lodge is **not a designated public emergency shelter, hospital or community reception centre.**

The Home's primary responsibility remains its residents.

The Lodge shall therefore not independently accept large numbers of:

- displaced community residents;
- casualties;
- evacuees;
- members of the public seeking shelter.

If requested by Middlesex County/municipal emergency management to provide assistance, the Administrator/designate shall determine what assistance can safely be provided **without compromising resident care or Lodge operations.**

16. MEMBERS OF THE PUBLIC SEEKING SHELTER

If community members spontaneously arrive seeking shelter:

- notify the Incident Commander;
- do not automatically admit persons into resident care areas;
- determine whether there is an immediate life safety need;
- contact emergency authorities for direction;
- direct individuals to designated municipal reception/shelter resources where appropriate.

Immediate humanitarian assistance may be provided where necessary for life safety while awaiting emergency authority direction.

17. FAMILY / SDM ARRIVALS

During a major community emergency:

- communicate proactively with residents and families/Substitute Decision Makers (SDMs);
- discourage unnecessary travel where authorities advise people to remain off roads;
- control access to the building;
- maintain resident privacy and safety;
- prevent congestion from interfering with emergency operations.

Requests to remove a resident from the Home shall be considered according to resident wishes/capacity, SDM authority where applicable, clinical safety and emergency conditions.

A community emergency does not automatically suspend residents' rights or lawful SDM decision-making.

18. TRANSPORTATION AND EVACUATION

Strathmere Lodge has a **small resident transportation bus**.

The Home's Evacuation Plan identifies additional transportation providers/resources.

The Lodge bus may be used where:

- road conditions are safe;
- the vehicle is appropriate for the residents being transported;
- sufficient staff/driver resources are available;
- its use does not conflict with emergency authority direction.

A full evacuation will require external transportation resources. Activate the **Evacuation Emergency Response Plan**.

19. MUTUAL AID / LTC PARTNERS

Strathmere Lodge maintains reciprocal/mutual support arrangements with other Long-Term Care (LTC) homes.

During a community disaster, these arrangements may support:

- resident accommodation;
- supplies;
- staffing/resources where available;
- transportation coordination;
- other emergency assistance.

The detailed facilities, contacts and arrangements shall be maintained in the **Evacuation Emergency Response Plan**, avoiding unnecessary duplication in this Plan.

A regional disaster may affect partner homes simultaneously; therefore, **mutual aid capacity shall never be assumed until confirmed**.

20. EXTERNAL COORDINATION

The Administrator/designate shall serve as the primary organizational liaison, as appropriate, with:

- Middlesex County Emergency Management;
- Municipality of Strathroy-Caradoc;
- Strathroy-Caradoc Fire Department;
- Strathroy-Caradoc Police Service;

- Middlesex-London Paramedic Service;
- Middlesex-London Health Unit;
- Ministry of Long-Term Care;
- utilities;
- community partners;
- other emergency authorities.

Strathroy-Caradoc's emergency management program is coordinated with Middlesex County.

21. COMMUNICATIONS

Communication shall occur as required with:

- residents;
- SDMs/families;
- staff;
- volunteers;
- students;
- caregivers;
- Residents' Council;
- Family Council;
- emergency authorities.

Information should address:

- nature of emergency;
- effect on Lodge;
- protective measures;
- visitation/access;
- resident relocation where applicable;
- significant changes;
- conclusion/all-clear.

Media

The Administrator/designate or County-authorized spokesperson shall coordinate organizational/media communications.

Staff shall direct media inquiries to the designated spokesperson.

22. RELATED EMERGENCY RESPONSE PLANS

The Community Disaster Plan serves as an **umbrella response**.

Where a specific hazard occurs, activate the applicable specialized Lodge emergency response plan(s) concurrently.

Community Disaster	Related Emergency Response Plan
Railway dangerous goods incident	Chemical Spill / Hazardous Materials
Industrial chemical release	Chemical Spill / Hazardous Materials
Major external fire	Fire / Evacuation
External gas/pipeline incident	Gas Leak
Flood	Flood
Severe/extreme weather	Natural Disasters & Extreme Weather
Utility/infrastructure failure	Loss of Essential Services
External armed/security threat	Community Disaster – Secure/Shelter
Threat enters Lodge	Code White / Violent Outburst
Evacuation order	Evacuation
Unsafe municipal drinking water	Boil Water / Drinking Water Advisory

23. RECOVERY

When emergency authorities indicate that the threat has passed:

- confirm it is safe to resume normal access/operations;
- restore HVAC/building systems;
- assess residents;
- replenish supplies;
- restore staffing patterns;
- communicate the all-clear;
- document operational impacts;
- debrief affected persons;
- identify corrective actions.

Following activation, the Plan shall be evaluated and revised where necessary.

24. DOCUMENTATION AND REPORTING

Document:

- notification/time;
- nature of community emergency;
- information sources;
- Incident Command activation;
- protective actions;
- emergency authority direction;
- staffing impacts;
- supply/service impacts;
- resident relocation/evacuation;
- communications;
- recovery;
- lessons learned/corrective actions.

The Administrator/Director of Resident Care shall determine applicable Ministry of Long-Term Care reporting requirements based upon the nature and effect of the incident.

25. TRAINING, TESTING AND REVIEW

Staff, volunteers and students shall receive training appropriate to their responsibilities under the Home's emergency plans before performing those responsibilities and at least annually thereafter.

The Community Disaster Plan shall be tested in accordance with the applicable testing frequency under provincial long-term care home legislation (O. Reg. 246/22).

A good testing exercise for Strathmere Lodge might be:

At 10:15 a.m., Fire Services advises the Lodge that a freight train has derailed approximately 2 km away. Several tank cars are involved and the substance is initially unknown. Staff are told to remain indoors pending further instructions. Families begin calling the Lodge, and several employees scheduled for the afternoon shift report that roads into Strathroy are being closed.

This tests: **information verification → Incident Command → shelter-in-place → exterior access → HVAC decision-making → staffing → family communication → supplies → preparation for possible evacuation.**

APPENDIX A – COMMUNITY DISASTER QUICK RESPONSE GUIDE

EXTERNAL / COMMUNITY EMERGENCY

1. VERIFY

Police • Fire • County • Municipality • Public Health • Official Alerts

2. ASSESS

Where? → What hazard? → Lodge threatened? → Wind/direction? → Roads? → Utilities?

3. PROTECT

Shelter-in-place OR prepare to evacuate

4. IF AIRBORNE HAZARD

Everyone inside → doors/windows closed → control entry → Environmental Services assesses HVAC

5. IF SECURITY THREAT

Secure exterior doors → keep everyone inside → Police direction

6. MAINTAIN OPERATIONS

Residents → Staffing → Medications → Food → Water → Utilities → Supplies

7. COMMUNICATE

Residents • SDMs/families • Staff • Emergency partners

8. REASSESS

Shelter remains safest?

9. EVACUATE IF REQUIRED

Activate Evacuation Emergency Response Plan

10. RECOVER

All-clear → assess → restore → communicate → document → debrief

APPENDIX B – COMMUNITY DISASTER DECISION MATRIX

Event	Initial Action	Escalation
Rail derailment	Verify + assess hazard	Shelter/chemical emergency response plan/evacuate
External chemical release	Shelter + control HVAC/access	Chemical emergency response plan/evacuate
Industrial fire/explosion	Shelter/relocate internally	Fire/Evacuation emergency response plan
External gas/pipeline emergency	Shelter/authority direction	Gas Leak/Evacuation emergency response plan
External police threat	Secure Lodge	Police direction/Code White if threat enters
Widespread utility failure	Essential service contingencies	Essential Services emergency response plan
Roads closed	Staffing/supply continuity	Extended operations
Community mass casualty	Protect Lodge operations	Assist only through coordinated request
Community evacuation order	Prepare residents/transport	Evacuation emergency response plan
Multiple hazards	Incident Management System + assess cumulative impact	Multiple emergency response plans/evacuation