

PANDEMIC POLICY

INTRODUCTION

Paladin Security takes staff and public safety seriously and has developed and implemented a Pandemic Policy as part of its Emergency Management Program. Recognizing that during the day, Paladin's officers come in contact with many members of the vulnerable population, it is of utmost importance to ensure that infection prevention practices are in place to lower the risk of pathogen transmission.

1.1 Background and Purpose

This plan provides guidance to Paladin Security Group and may serve as the plan for maintaining essential functions and services during a pandemic. This document provides a corporate response approach, while outlining actions required for each department that could be affected. It is expected that each department will create their own contingency plans that will work within the framework of this document. It is not the intention of Paladin's Pandemic Policy to neither supersede nor replace site specific measures that will be developed in response to a specific event.

1.2 Activation

Pandemic Plan is designed to conduct ongoing surveillance of the local and global pandemic information. Upon identification of the necessity to activate corporate response, the following positions have the authority to active the plan in consultation with the Chief Executive Officer:

- President,
- Executive Vice President(s), and
- Director of Risk Consulting.

1.3 Mitigation

Paladin Security Group (PSG) employs a range of interventions to reduce transmission.

PSG has a strict enforcement of gathering and maintenance of immunization records for all staff.

All staff receive ongoing training education on transmission reduction, with emphasis on frontline employees. Training includes but is not limited to Standard Precautions: hand and respiratory hygiene, use of personal protective equipment (PPE), and sharps safety (where applicable).

PSG works with a number of organizations across the country. In order to facilitate preparedness and response measures, High Risk portfolios were identified that have a high risk of coming in contact with infected individuals. These portfolios include:

- Airports,
- Ports,
- Hospitals,
- Laboratories.

High Risk sites receive additional training on enhanced. Pandemic preparedness measures at High Risk sites occurs in the earlier stages of response procedures.

PSG conducts regular monitoring of compliance codes and follow up with staff whose compliance codes are missing or expired.

Paladin Group undertakes annual evaluation of its preparedness plans. Pandemic Plan review is scheduled for October, before the start of the Influenza season, unless an earlier event triggered review of the plan ahead of the scheduled date.

Tabletop exercises with internal stakeholders are to be held on an annual basis.

1.4 Preparedness and Response

PSG stockpiles PPE equipment for staff's use before the activation of the plan and during the early stages of pandemic response.

PPE & Mask Fit testing will be renewed at a minimum of every 3 years for all staff and annually for staff working in high risk sites (i.e., hospitals). Shorter renewal periods may be implemented at the discretion of the senior regional leader.

Corporate Response is divided into five Stages, each having its own roles and responsibility for each department and is defined by a certain set of triggers. These measures span the preparedness and response phases of pandemic planning.

Stage 1:

Is defined as Steady State during which there is ongoing local and global surveillance by the Senior Leadership at Paladin. It is expected that each department has an ongoing preparedness plan and exercises, and that the pandemic stockpile is undergoing regular turnover.

During this time there is an ongoing monitoring of frontline employee compliance to ensure that all training is up to date and immunization records are maintained.

When needed, supplemental training will be provided to staff on Personal Protective Equipment (PPE) as well as ongoing enhanced training to maintain competency of the training department.

No communication is provided at this Stage.

Stage 2:

- **Trigger:** Media and health authorities pick up interest in an emerging infectious disease and increased coverage of the event.
- **Description:** There is an ongoing local and global surveillance for emerging infectious diseases.
- **Response / Logistics:** Paladin Security works on identifying needed human and non-human resources, and contingency preparedness in response to the type of disease posing a threat to human health. Level of PPE identified, if adequate information is available.
 - Senior Leadership starts conversing with High Risk clients to identify the level of threat to local resources and identification of changes required to site response procedures.
- **Communication:** No communication will be provided at this Stage.
- **Training:** Continued ongoing enhanced PPE training to maintain competency of the training department.

Stage 3:

- **Trigger:** Infection Prevention and Control Bodies (i.e., WHO, CDC, PHAC) pick up interest in the emerging story.
- **Description:** Ongoing surveillance – surveillance parameters may be adapted, extra attention is paid to local public health directives.
- **Response:** Paladin Security knows status of human and non-human resources. Paladin Security checks own contingency plans. Required PPE is finalized, and additional items ordered, as needed.
 - Senior Leadership provides directives to CSMs, who will be in charge of establishing / adjusting procedures with their clients.
 - CSM or delegate works closely with High Risk sites to ensure that Security role during a pandemic is clearly defined and communicated in a timely manner.
- **Communication:** Assessment for need for a company/client wide communication. Identify forum for communications; including education formats for staff, clients and other partners to be addressed.

- Training: CSMs and other roles will be identified to be trained as Supplemental Trainers in PPE and protocols. Training commences for High Risk sites and others as identified. Mock scenarios begin. Any gaps are identified and addressed.

Stage 4:

- Trigger: Sustained heightened awareness of a potential Public Health emergency
- Description: Senior Leadership holds regular communications with CMS' in charge of High Risk sites, to get status of: staffing levels, training compliance, potential exposures.
- Response: Corporate and local leads are identified to coordinate the response. Staffing levels are monitored organization wide.
- Communication: Internal communication with staff consists of communicating the evolving story and preparedness plan via the Employee Portal. Educational sheets are created for all staff.
 - Customized communication might be developed for High Risk clients, or others, as required.
- Training: Supplemental trainers are trained. Mock scenarios ongoing.

Stage 5:

- Trigger: An international Public Health emergency is declared
- Description: Senior Leadership continues conducting ongoing monitoring of staffing levels, training compliance, while working with client to address any emerging concerns.
- Response: PSG activates its EOC and staffs its positions according to the Incident Command System.
- Communication: Internal communication with staff regarding evolving story and action plan, as well as Incident Action Plan. External Communication is regarding ongoing communication with the local clients. Education sheets are distributed.
- Training: Supplemental Trainers train all affected staff in enhanced PPE. Mock scenarios begin with external stakeholders (i.e. clients)

Framework for each Stage is applied to the roles and responsibilities for each department to ensure coherent response to any emerging event.

Additional information about ICS structure and EOC is available in the Emergency Response Plan (ERP).

1.5 Documentation

Upon completion of the event, Director of Risk Consulting and Area Vice President(s) will be responsible for collecting, collating and storing any forms or documents that were created or

collected during the event. This information will be stored for 10 years and available for future revisions of the Pandemic Policy.

Immediate debrief will be held with the members working within EOC. Debriefs will be held in all areas regarding the response procedures.

If necessary, organization wide debrief will be organized by the Director of Global Risk Consulting, and an After-Action Report will be issued.

1.6 Return to normal operations

Public Health Agency of Canada upon issuing its final directive will declare the outbreak/event over. Paladin Security will follow instructions as provided.

EMERGENCY PREPAREDNESS & BUSINESS CONTINUITY

Stage 1:

- Business as usual

Stage 2:

- Business as usual

Stage 3:

- Perform mock scenarios; and identify and address gaps
- Identify multimodal means of communication for all staff
- Create education materials

Stage 4:

- Mock scenarios; with new plan if necessary
- Communicate where any or all new protocols are located
- Support Marketing team with updates via EP
- Print off any required materials

Stage 5:

- Activating Stages and IMS
- Activate EP communications
- Distribute materials

HUMAN RESOURCES

Stage 1:

- Preparation work:
 - Develop plan around identifying staff members available to work outside of their current role and/or normal work location (or recently retired)
 - Create back-up plan for different levels of staff attack rate (i.e., 50% of staff can't work plan, or 70% attack rate HR plan)
 - Can staff work cross-site?
 - How often should this plan be updated?
- Create or update Fan Out for Senior Leadership

Stage 2:

- Fill in any blanks from Stage 1
- Communicate the need for all areas / departments to update their fan out
- Ensure fan out template is being updated and tested on a regular basis
- Identify human resources available / needed
- Identify staff available to work outside of their roles
 - Document it
 - Identify creep issues

Stage 3:

- Identify HR needs
- Identify / create contingency preparedness plan
- Address any work / creep issues
- Corporate fan out testing (to ensure all staff are captured)
- Perform mock scenarios and identify and address any gaps
- Identify possibility of shifting part-time staff to full-time

Stage 4:

- Perform mock scenarios with new plan, if necessary
- Put any new protocols in place – communicate where the protocols are

Stage 5:

- Full IMS response



OCCUPATIONAL HEALTH AND SAFETY

Stage 1:

- Create a protocol for OHS response
- Address possibility of both exposed staff, and staff coming to work while ill
- Create an email address / communication tool for staff off sick and symptomatic in case of large numbers

Stage 2:

- Fill in any blanks from Stage 1
- Identify any resources that may be needed (i.e., latex gloves, N95 masks, etc.)
- Identify any HR issues directly related to OHS (i.e., if the OHS Coordinator is sick, is there a black up plan?)

Stage 3:

- Perform mock scenarios and identify and address any gaps
- Ensure any potentially affected staff are up to date for respirator (i.e., N95) fitting
 - Communicate to those who are not
- Facilitate additional respirator testing / training
 - Coordinator with Supplemental Trainers

Stage 4:

- Perform mock scenarios with new plan, if necessary
- Put any protocols in place
 - Make these protocols available to all staff

Stage 5:

- Full IMS response



FINANCE

Stage 1:

- Business as usual
- Annually update
 - Staff member list
 - Emergency Preparedness Roles and Responsibility as it pertains to accountability
 - Fan Out
 - Contingency plan
 - Plan for IMS response expenses

Stage 2:

- Update or review departmental plans

Stage 3:

- Ensure off-site access is granted to staff
- Communicate departmental contingency plan with the team
- Identify key persons and alternatives for IMS position
- Provide IMS staff training on tracking costs during the event

Stage 4:

- Practice off-site access with staff
- Full IMS response

Stage 5:

- Initiate off-site work arrangement as necessary
- Full IMS response

CLIENT SERVICE MANAGERS & PORTFOLIO RESOURCE COORDINATORS

Stage 1:

- Ongoing communication with clients regarding their needs and maintenance of supporting Paladin policies and procedures.
- Ongoing maintenance of staffing levels
- Contingency planning for staff absenteeism

Stage 2:

- Ongoing communication with clients regarding their needs and maintenance of supporting Paladin policies and procedures.
- Ongoing PPE and enhanced PPE training
- Ongoing maintenance of staffing levels
- Identify human resources and non-human resources that might be required
- Ensure Fan out is up to date and has been recently tested

Stage 3:

- Identify PPE that may require replacement or restocking
- Review site specific response plans with Supervisory staff
- Mock and identify and address gaps in plans

Stage 4:

- Train staff in PPE (in case required)
- Instruct supervisory staff to review site specific response plans with staff
- Mock with new plan, if necessary

Stage 5:

- Meet and communicate with EOC / IMS representatives regularly
- Full IMS response

OPERATIONS & SCHEDULING

Stage 1:

- Develop a plan around identifying staff members available to work outside of their current role and/or normal work location
 - Identify creep issues

Stage 2:

- Fill in any blanks from Stage 1
- Ensure Fan Out is up to date and has been recently tested

Stage 3:

- Identify human resource needs (for increase client needs)
- Identify and create contingency preparedness plan for potentially suspended services
- Increase communication for casual / ad-hoc staff regarding safer Infection Prevention and Control practices and hygiene; generic or specific to each site / coverage

Stage 4:

- Prioritize site in need of additional human resources if services are reduced or suspended at other facilities
 - Staff identified to work in other areas are to be trained for their new role

Stage 5:

- Full IMS response

FRONTLINE SECURITY STAFF

Stage 1:

- Business as usual
- Annually update plans:
 - Contingency plan

Stage 2:

- Business as usual
- Review and update
 - Incident specific details of the response plan
 - Business continue plan
- Identify PPE training requirements

Stage 3:

- Stockpile PPE, if needed
- Identify additional staffing needed to execute Security Plans
- Liaise with Paladin CSM/PRC to review
 - Response Plan
 - Staffing contingency plan
- Identify access control plan, if required for the incident

Stage 4:

- Liaise with external bodies (i.e. police, fire, etc.) regarding responses
- Perform mock scenarios for area shut downs for patient transport
- Activate access control plan, if directed by the Incident Commander
- Monitor staffing needs and communicate with Paladin CSM/PRC

Stage 5:

- Activate Security Response Plan when directed by the Incident Commander

Overall Framework

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Trigger	Steady state	Media Interest	IP&C bodies pick up interest story	Interest continues to evolve	Directives issued
Description	Ongoing local and global surveillance	Ongoing local and global surveillance	Ongoing surveillance Response preparation: - Identify key persons and alternatives for each IMS position	Full active IMS response	Full active IMS response
Response/ Logistics	Ongoing preparedness planning and exercises. Stockpile turnover.	Identify needed human and non-human resources Identify contingency preparedness plan for staff shortage	Check Paladin Security human and non-human resources Check Paladin Security contingency plan	IMS response preparedness: - Identify an ICP to coordinate the response	IMS response: - EOC activated
Communication	Business as usual	Business as usual	Identify needs for communication Connections Create education sheets	Internal communication with staff: - Communication evolving story and preparedness plan - Employee Portal Print off education sheets	Internal communication with staff: - Evolving story and action plan - IMS incident action plan (IAP) External communication: - Ongoing communication with clients Distribute education sheets
Training	Ongoing enhanced PPE training – maintain competency	Ongoing enhanced PPE training – maintain competency	Identify CSMs and other roles to be supplemental trainers	Identify CSMs and other roles to be supplemental trainers	CSMs and other roles train all staff

Corporate Response

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Trigger	Steady state	Media Interest	IP&C bodies pick up interest story	Interest continues to evolve	Directives issued
Description	Ongoing global & local surveillance	Ongoing global & local surveillance	Ongoing surveillance Response preparation: - identify key persons for each appropriate IMS positions along with any alternates	IMS response – full active response	IMS response – full active response
Response/ Logistics	Ongoing Preparedness planning and exercises. Stockpile turn over	Identify needed resources human and non-human Identify contingency preparedness plan	Check internal resources – human and non-human Check contingency preparedness plan	IMS – response preparedness	IMS response: - evolving local situation - EOC is active and staffed
Communication	Business as usual	Business as usual	Identify needs for communication - active and passive screening. - Connections.	Internal Communication with staff: - Evolving story and preparedness plan - Employee Portal	Internal Communication to staff: - evolving story and action plan - IMS incident action plan External communication: - Ongoing communication with clients
Training	Ongoing enhanced PPE training – maintain competency	Ongoing enhanced PPE training – maintain competency	Identify CSMs and other roles to be supplemental trainers	Identify CSMs and other roles to be supplemental trainers	CSMs and other roles train all staff