

Addendum 7 – Laurentian University

Crisis Management Program

The Canadian Council on Animal Care (CCAC) requires that all institutions which use experimental animals have in place a crisis management program for their animal facilities and for their animal care and use program (point 5d, February 1997, CCAC Terms of Reference for Animal Care Committees). This program should be developed in conjunction with any general institutional crisis management plan(s). The Laurentian University Animal care facility has set out the following program which will be related to the institutional model once this is developed.

The term **crisis** is defined as being **any unplanned event which triggers a real, perceived or possible threat to the life, health or safety of animals and/or personnel, or to the institution's credibility.**

A. Specific Types of Crises

Crises related to animal care and use programs can involve any of the following:

A. Fire

In the event you discover a fire/life threatening situation, call the University Security or 911 on hall phone and identify yourself, the nature of the emergency and where the emergency is. Another option is to pull the fire alarm located in the hallway.

1. Preservation of Life is of prime importance. If the alarm is ringing, evacuate immediately through the nearest exit (see diagram of facility on wall). Do not return to retrieve personal items.
2. Alert all occupants of the emergency and direct them to the nearest exit.
3. In the event that an animal is anesthetized or undergoing a surgical procedure, euthanasia may have to be considered.
4. All animals are to be left in the holding or procedure rooms until the situation is declared safe by Security. Animal Care staff and the University Veterinarian will then decide on the health status of the animals and if euthanasia needs to be considered.

B. Natural disaster (earthquake, major storm, etc.), power failure

As in the above, the first priority is to first evacuate all personnel and follow the guidelines under **Fire** above. There are areas in the facility that are operated by emergency power. i.e. in fact rooms 115 to 129 respectively. The following is a list of items which are on emergency power:

- Exit signs
- Room and corridor lighting for rooms 115 to 129 inclusive
- Fan in room 130
- Outdoor lights at both exits
- Clocks
- Buzzer system located in room 105 to alert temperature problems
- Selected receptacles in rooms 106, 129, 131, 132 and 133

C. Break-in, vandalism, or unauthorized removal of animals

In the case of a break-in, or vandalism, if you have entered the premises and have noticed that this has occurred, phone 911 or campus security. Notify them as to the location and do not touch anything until security has arrived. If there is still evidence of someone, in the premises, leave immediately and notify 911 or security. If you notice anyone in the process of removal of animals, call security or 911.

D. Bomb threat

The local police must be immediately advised (911) regarding any threats or suspicious parcels. Complete information on dealing with bomb threats and suspicious parcels is available from Canadians for Health Research and from the:

Canadian Bomb Data Centre
RCMP
1200 Vanier Parkway
Ottawa ON K1A 0R2

All personnel should be evacuated as per Fire guidelines above.

See also the Royal Canadian Mounted Police website (<http://www.rcmp-grc.gc.ca>).

E. Local Disturbance:

- a. A sit-in or barricade action
- b. A demonstration
- c. A negative media event requiring an organized response

Laurentian University Security should be notified. Office of Chief of staff should be notified. It is advisable not to talk with demonstrators or the media Instead refer them to the university Office of chief of staff.

Always ensure that the animal facility is locked and do not leave until you are accompanied by security.

A booklet entitled Dealing with the Media is available from the Canadian Institutes of Health Research (tel.: (613) 954-1972, website: <http://www.cihr.ca>).

F. Work Stoppages :

In the event of a strike, pandemic or in situations involving loss of regular animal care staff, replacement technicians at Walden Animal Hospital should be called

G. Power outages:

In the case of minor disruptions, back up generators will provide power for basic lighting as well as all equipment in the aquatics center. The ventilated racks will switch to battery back up in order to ensure that the fans keep operating.

If the loss of power is lengthy, the cages of rodents may be placed outside of rack system if conventional. In extreme cases, if animals requiring higher barrier systems that may be compromised, animals may require euthanasia. This will be carried out in consultation with the PI.

• How to Handle a Crisis

1. Difficulties in handling a crisis well are generally related to one or both of the following:

- a. failure to plan and prepare for crises;
- b. failure to react promptly when a crisis occurs.

The University is presently formulating a crisis management team as well as a comprehensive plan for crisis management.

2. A crisis management program should include the following elements:

- a. Crisis management team or task force, to be comprised of:
 - i. a senior administrator (e.g., VP Research or Academic);
 - ii. deans/heads of faculties/departments/units in which animals are used;
 - iii. director/supervisor of animal care services;
 - iv. chair of the animal care committee(s);
 - v. communications officer;
 - vi. head of security;
 - vii. other representatives as needed, including, for example, the chair of the Occupational Health and Safety Committee and possibly a lawyer.

- b. A communications plan should be established by the team to ensure that:
 - i. telephone numbers are available so that the members of the crisis management team can be reached easily during regular working hours as well as after work;

All numbers are posted in the facility:

Dr. Rod Jouppi: ext. 2438, cell: 691-0119, home 692-0931

Chris Blomme: home 692-9405, ext 2115

VP Research: ext. 3944

Nicole St-Marseille: ext. 4882

Alex Freedman: ext. 3388

Please refer to the university risk management document for additional contacts

- ii. emergency telephone number is 911 for :
 - o medical assistance
 - o police
 - o fire

The local police must be informed of any serious incidents.

The CCAC should also be informed of any serious incidents, in order to coordinate the response of the institution and of the CCAC to any queries related to the incident.

- c. Establishment of a cohesive, planned strategy to deal with crises:
 - i. while immediate attention must be given to a crisis, there should be no contact with the media/public until all of the relevant facts are known. In the case of a crisis of considerable proportions, a press conference may be the best way for the institution to respond.
 - ii. The Office of the Chief of Staff will be the principal spokesperson for media and public inquiries.
 - iii. In some cases, this office will issue a general press release, which should include:
 - o mandate of the institution concerning the use of animals in research, teaching or testing
 - o name of faculties, departments or units
 - o lay summaries of animal-based projects, as included in animal use protocols approved by the animal care committee
 - o institutional public relations material, such as a brochure or video

- description of the work done by the animal care committee and animal care personnel, and by other groups such as scientific review committees, if relevant
 - information/examples to show relations between animal-based research and human and animal health care: Canadians for Health Research and The National Association for Biomedical Research, are useful sources for this type of information.
- d. Once the crisis management plans have been finalized, institutional personnel should be informed and educated with respect to the plans and to the roles that they may be called upon to play.

Institutional personnel must report any untoward or unusual incidents (threatening/mischievous phone calls/letters, inappropriate requests for information/tours, strangers found in inappropriate areas) to the crisis management team leader or task force chair.

• **General Sources of Information to Assist in Developing a Crisis Management Program**

Emergency Preparedness Canada
Jackson Building
122 Bank Street
Ottawa ON K1A 0W6

Canadians for Health Research
PO Box 126
Westmount QC H3Z 2Y1
Telephone: (514) 398-7478
Fax: (514) 398-8361

National Association for Biomedical Research ([http:// www.nabr.org](http://www.nabr.org)).

MacKay Emergency Management Consulting Inc: (<http://www.em-consulting.com/>).

Institute for Crisis Management: (<http://www.crisisexperts.com/>).