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## Crisis Management Program for Animal Holding and Procedure Areas

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## 1. Purpose

- 1.1. This Standard Operating Procedure (SOP) describes the crisis preparedness procedures that have been established in accordance with [CCAC policy statement on: terms of reference for animal care committees](#). The purpose of this guide is to serve as a quick reference to the steps needed for an effective crisis response to a variety of situations that may occur in the animal holding and procedure areas located within Western's Research Community.
- 1.2. The term 'crisis' is defined as any unplanned event that triggers a real, perceived or possible threat to the life, health or safety of animals and/or personnel, or to the institution's reputation.
- 1.3. This SOP has been developed in conjunction with Western's Disaster Plan <http://www.uwo.ca/police/pdf/resources/DisasterPlan.pdf> and is consistent with all other institutional policies related to Occupational Health & Safety and Emergency Response.

## 2. Scope

- 2.1. This SOP is limited to animal holding and procedure areas associated with animal-based science activities on Western's Campus.

## 3. Responsibilities and Authorities

### 3.1. Emergency Operations Control Group (EOCG)

3.1.1. The Emergency Operations Control Group consists of:

- 3.1.1.1. VP, Operations and Finance\*
- 3.1.1.2. AVP, Facilities Management\*
- 3.1.1.3. AVP, Human Resources\*
- 3.1.1.4. AVP, Institutional Planning & Budgeting\*
- 3.1.1.5. Vice Provost, Academic programs\*
- 3.1.1.6. Associate VP, Student Experience\*
- 3.1.1.7. Registrar\*
- 3.1.1.8. AVP, Housing and Ancillary Services\*
- 3.1.1.9. AVP, Research\*
- 3.1.1.10. AVP, Financial Services\*
- 3.1.1.11. AVP, Communications & Public Affairs\*
- 3.1.1.12. Director, Campus Community Police Service\*
- 3.1.1.13. Director, WTS Application Services\*
- 3.1.1.14. Director, WTS Cyber Security and Business Services\*

\*or designate

:

3.1.2. As per [Western's Disaster Plan](#) the EOCG's priorities are to:

- 3.1.2.1. Support Incident Command. Functions or activities such as notifications, public information, media relations, resource acquisition, employee call in, record keeping, etc. are best handled by the EOCG.

3.1.2.2. Monitor, Inform and Alert. The EOCG must both give and receive information. The EOCG undertakes intelligence gathering to identify potential problems and provide prompt notification to managers, employees, and related organizations. The EOCG also ensures that members of the Western community, as well as external stakeholders and agencies, know about the emergency and Western's response. Verify and document the response. The EOCG must create a mechanism to verify the steps taken to respond to the emergency, preserving a record of the actions taken to protect employees, infrastructure, animals, research, and the overall corporate interests. The EOCG pursues "best practices" by documenting information received and the steps taken.

### **3.2. Western's Emergency Response Team (ERT)**

**3.2.1.** As per [Western's Disaster Plan](#) the Emergency Response Team (ERT) members are designated Western personnel who are, or may be required at an emergency incident. The team responds to emergency incidents at the request of the CCPS Director, who will establish Incident Command in any emergency situation affecting the University. Incident Command will be communicated to all units and personnel involved with the emergency incident. Information will be conveyed to Incident Command on the status of the situation and on additional resources that have been deployed.

**3.2.2.** Team members include the following individuals:

- 3.2.2.1. Manager, Fire Safety and Emergency Management
- 3.2.2.2. Director, Occupational Health and Safety
- 3.2.2.3. Director, Operations and Maintenance
- 3.2.2.4. Operations Leader, Campus Community Police Service
- 3.2.2.5. Fire Safety Technician, Fire Safety
- 3.2.2.6. HazMat Team Leader
- 3.2.2.7. Manager, Power Plant Operations

See Appendix 2 for specific contact information.

**3.2.3.** The primary functions of the ERT are to:

- 3.2.3.1. Protect persons, property, research, and information during the emergency situation. Work as a team to ensure an appropriate response to the emergency, including provision of personnel, equipment and resources, compliance with statutory obligations and related Western policies and procedures.
- 3.2.3.2. Coordinate emergency responders; liaise with external emergency services personnel.
- 3.2.3.3. Assemble the EOCG when required.
- 3.2.3.4. Set up and maintain the EOCG.
- 3.2.3.5. Bring the emergency incident to a conclusion to allow normal activity to resume.
- 3.2.3.6. Manage the emergency incident(s).

### **3.3. Animal Research Crisis Management Team (AR – CMT)**

**3.3.1.** Team members include the following roles:

- 3.3.1.1. University Veterinarian, or designated Institutional Veterinarian
- 3.3.1.2. Animal Care Committee Chair, or Vice Chair
- 3.3.1.3. Vice President (Research), and/or Associate Vice President (Research)

- 3.3.1.4. Director, Research Ethics and Compliance\*
- 3.3.1.5. Associate Vice President, Communications and Public Affairs\*
- 3.3.1.6. Director, Campus Community Police Service (CCPS)\*
- 3.3.1.7. Associate Vice President, Facilities Management\*

\*or designate

See Appendix 2 for specific contact information.

**3.3.2.** The primary functions of the AR – CMT are to:

**3.3.2.1. Oversee the Animal Research Crisis Response Program**

- 3.3.2.1.1. Ensure this and all related crisis management plans and responses align with external regulatory requirements, e.g. CCAC.
- 3.3.2.1.2. Regularly review this and related area-specific crisis response SOPs to ensure alignment.
- 3.3.2.1.3. Meet at minimum every three years to review the current emergency response plans for all animal holding and procedure areas.
- 3.3.2.1.4. Oversee mock emergency scenarios, as appropriate, and

**3.3.2.2. Provide Direct Support During and Following an Emergency, as Requested or Required**

- 3.3.2.2.1. Provide direction and support to the ACC – CRT and AA – CRT(s) impacted by an emergency,
- 3.3.2.2.2. Engage the Western’s Emergency Response Team (ERT) and Western’s Emergency Operations Control Group (EOCG), as appropriate, and
- 3.3.2.2.3. Following an emergency, organize a meeting no later than four weeks after an emergency incident to review the causes and the details of the incidents that took place and the manner in which the response was organized.

**3.4.** ACC Crisis Response Team (ACC – CRT)

**3.4.1.** Team members include the following roles:

- 3.4.1.1. University Veterinarian, or designated Institutional Veterinarian
- 3.4.1.2. Animal Care Committee Chair, or Vice Chair
- 3.4.1.3. Director, Research Ethics and Compliance\*
- 3.4.1.4. ACC Executive members, as needed

**3.4.2.** The primary functions of the ACC – CRT are to:

- 3.4.2.1. Provide leadership in response to emerging animal care operational issues
  - 3.4.2.1.1. Apply institutional directives to animal operations
  - 3.4.2.1.2. Initiate actions in keeping with the Crisis Level (See Appendix 3 – Crisis Response Levels)
  - 3.4.2.1.3. Assess needs in animal operations
  - 3.4.2.1.4. Develop and distribute associated action plans and communications

**3.5.** Specific Animal Area Crisis Response Team (AA – CRT)

The establishment of an Animal Area – Crisis Response Team (AA – CRT) before a crisis occurs is important in order to respond in a timely manner.

**3.5.1.** Team members should include the following roles, as applicable to the area:

- 3.5.1.1. Animal holding / procedure area supervisor(s) and/or manager
- 3.5.1.2. Institutional Veterinarian(s)
- 3.5.1.3. Animal Health Technician(s), e.g. Registered Veterinary Technician
- 3.5.1.4. Animal Care Technician(s) or Researcher Staff/Student(s)
- 3.5.1.5. Building supervisor(s), as needed

**3.5.2.** The primary functions of the AA – CRT are to:

- 3.5.2.1. Meet at minimum once a year to review and update Appendix 1 to ensure contact information remains current. Update door signage throughout the area, and provide written AA – CRT contact information to CCPS (Campus Community Police Service).
- 3.5.2.2. Develop initial area-level emergency response SOPs, as outlined within this SOP.
- 3.5.2.3. Maintain up-to-date area-specific space maps, contact lists (staff and researchers and their staff), emergency supplies lists, and related procedures.
- 3.5.2.4. On an ongoing basis, ensure that CCPS has records of specific procedure rooms where staff may be permitted to remain with the animals during an emergency fire alarm, as per this SOP (see 4.2.4.).
- 3.5.2.5. Ensure timely communication with the ACC Crisis Response Team (ACC-CRT), as identified within this SOP.
- 3.5.2.6. Provide training on procedures and undertake mock emergency scenarios as identified within this SOP, as appropriate to the emergency, its severity and impact on the organization and affiliated institutions, and
- 3.5.2.7. Provide front-line response during a crisis associated with your area.

## **4. Procedures**

### **4.1. Sick or Injured Animal**

**4.1.1.** Follow the *Sick Animal Response (SAR) Policy* (POL-009) and *Procedures* (PROC-009), retrievable from the Animal Care Committee's OWL site <https://owl.uwo.ca/portal>.

4.1.1.1. For Directed Animals, immediately contact the Institutional Veterinarian (519-661-2195).

4.1.1.2. For Designated Animals, contact the SAR Designate assigned by the Institutional Veterinarian for your animals/area, e.g. SAR Technician, by directing the concern through the institutional SAR email (See Appendix 1-A).

**4.1.2.** For concerns relating to animal health and welfare that are not readily resolved, follow the *Concerns Identification, Project Refinement and Corrective Response Policy* (POL-004) and *Procedures* (PROC-004), retrievable from the Animal Care Committee's OWL site <https://owl.uwo.ca/portal>

**4.2. Fire Related Events** - Each building on Western's campus has a detailed Fire Safety Plan approved by the City of London, Fire Prevention Division, retrievable from Western's Fire Safety and Emergency Management Website [https://www.uwo.ca/police/emerg/safety\\_plans/building\\_fire\\_safety\\_plans/index.html](https://www.uwo.ca/police/emerg/safety_plans/building_fire_safety_plans/index.html)

**4.2.1.** Priority must be given to the evacuation of humans; therefore, animals must be sheltered in place.

#### 4.2.2. Smoke, Fire or Explosion

4.2.2.1. Pull/Activate the nearest fire alarm.

4.2.2.1.1. If a telephone is closer than alarm, call 911 from a University phone.

4.2.2.2. Notify personnel in the room/area of the fire to evacuate immediately.

4.2.2.3. Complete the following safety actions ONLY if time permits;

4.2.2.3.1. Do not attempt to remove animals from the area. Shelter animals in place by securing them in cages to prevent escape from the area, or euthanize, as pre-determined and/or as appropriate.

4.2.2.3.2. Turn off any gas being used.

4.2.2.3.3. Return flammables to safety cabinet.

4.2.2.3.4. Close all doors.

4.2.2.4. Evacuate immediately

4.2.2.4.1. Avoid smoke-filled air - "GET LOW AND GO."

4.2.2.4.2. DO NOT USE ELEVATORS. Walk to the nearest stairwell/exit and follow designated fire exit route to evacuate building.

4.2.2.4.3. If clothing catches fire - "STOP, DROP, AND ROLL".

#### 4.2.3. Fire Alarm

4.2.3.1. Gather your coat, keys, purse/wallet, cell phone, etc. and close your door.

4.2.3.2. Evacuate the building using the closest exit. DO NOT USE ELEVATORS.

4.2.3.3. Proceed to your predetermined meeting place and advise your supervisor, Building Emergency Team or Emergency Personnel of any pertinent information (i.e. People inside, location of the fire, etc.)

4.2.3.4. **DO NOT re-enter the building until given permission to do so by the Building Emergency Team or designate.**

**4.2.4. Fire Alarm During a Procedure Involving Live Animals** - Due to the nature of operating suites and imaging rooms, it may not be practical or safe for staff to evacuate the building upon activation of a fire alarm. For this reason, the following measures **must** be followed when the alarm sounds while staff are performing surgery, or are involved in an animal procedure and are unable to safely evacuate the building:

4.2.4.1. **Preparatory Requirements** – Per Ontario Fire Code 2.8, Fire Safety and Emergency Management Department must be notified of any rooms on campus that are regularly used for these purposes so that the necessary pre-planning process can be carried out as well as noted in the building Fire Safety Plans.

4.2.4.1.1. All supervisors responsible for designated suites MUST:

4.2.4.1.1.1. Notify CCPS of the specific rooms within their area that may be regularly used.

4.2.4.1.1.2. Have installed a landline telephone in the suite that can receive incoming calls.

4.2.4.1.1.3. Create and post a Standard Operating Procedure (SOP) for their specific room/suite that outlines the individual duties of each person involved in the

event of a fire alarm activation, e.g. person(s) responsible to call CCPS, and/or care for the animal.

#### 4.2.4.2. During Fire Alarm

4.2.4.2.1. Immediately phone 911 from a University telephone residing in the SAME suite where the surgery or procedure is taking place; report your location and the reason for not evacuating the building to the CCPS.

4.2.4.2.2. **Staff unable to evacuate must also provide a phone number or extension number where they can be reached** to enable CCPS dispatch to contact them.

4.2.4.2.3. In the event of an actual fire, CCPS will notify AA – CRT for the area via group text message and emergency personnel of the location of the surgery suite/other procedure locations, and also advise the occupants should they need to evacuate due to imminent danger.

4.2.4.2.4. Occupants may also call CCPS Communications Center for updates throughout the fire alarm.

4.2.4.2.5. During fire evacuation exercises (i.e. fire drills), the person(s) remaining in the surgery/imaging area must carry out the actions they would normally carry out in an emergency, e.g. contact CCPS, etc.

**4.3. Biological Exposure** - All work conducted within Western animal facilities and procedure areas using potentially hazardous biological agents is to be performed in accordance with the requirements of [Western University's Biosafety Policies and Procedures Manual for Containment Level 1 & 2 Laboratories](#). This manual describes the requirements and procedures established by the University for work involving potentially hazardous biological agents. In addition, researchers using biological agents in rodents must follow the institutional SOP(s) pertaining to Level 2 Biohazard Containment.

**4.3.1.** Any uncontrolled release of biologically hazardous materials is considered a spill; when a spill occurs, these procedures must be followed.

4.3.1.1. Shut down equipment. Evacuate immediate area.

4.3.1.2. Isolate area and prevent re-entry.

4.3.1.3. Call CCPS Ext 83300 or 911 from a University phone to activate the HAZMAT Team.

4.3.1.4. Provide the following information about the spilled material to the operator.

4.3.1.5. Provide SDS to CCPS and HAZMAT Team upon arrival.

**4.3.2.** In case of an exposure, follow instructions on the Biological Agents Permit Application (BAPA) including the SDS located in the designated space for the area, and immediately seek medical assistance as follows:

4.3.2.1. *During Work Hours:* Immediately go to Western's Workplace Health, UCC Room 25, and bring the SDS copy; inform your Supervisor; the Supervisor must complete and submit an Accident/Incident Reporting and Investigation Report (AIIR), retrievable from [http://www/uwo.ca/hr/form\\_doc/health\\_safety/form/aiir.pdf](http://www/uwo.ca/hr/form_doc/health_safety/form/aiir.pdf)

4.3.2.2. *After Hours:* Go to University Hospital Emergency Department, and bring the SDS copy; inform your Supervisor; the Supervisor must complete and submit an Accident/Incident Reporting Form and Investigation Report (link above).

**4.4. Chemical Spill** - Western's Laboratory Health and Safety Manual for General Laboratory Practices provides general guidelines, procedures and requirements for the prevention of accidents and exposure to chemicals [http://www.uwo.ca/hr/form\\_doc/health\\_safety/doc/manuals/lab\\_safety\\_manual.pdf](http://www.uwo.ca/hr/form_doc/health_safety/doc/manuals/lab_safety_manual.pdf).

**4.4.1.** The hazardous material user is responsible for cleaning up a spill. This duty MUST NOT be delegated to other staff such as caretakers.

**4.4.2.** If the spill is beyond the resources or abilities of the user to cleanup, contact CCPS at Ext 83300 or 911 from a University phone to activate Western's HAZMAT team.

**4.4.3.** In cleaning up a spill the following guide should be followed:

4.4.3.1. Determine what was spilled and if the area is safe. If there is any doubt about the safety of an area or the nature of the spilled material evacuate the area using the fire alarm pull station.

4.4.3.1.1. If the pull station is used, meet emergency personnel who will assemble at the main entrance to the building.

4.4.3.2. Administer first aid where needed:

4.4.3.3. *Skin Exposure* - Wash all exposed areas for 15 to 20 minutes with running water. Do not use soap or detergent unless stated on the SDS.

4.4.3.3.1. Obtain further medical treatment at a hospital if irritation persists, damage is apparent or if the SDS states that further treatment is required. Take a current copy of the SDS along with you. Attach SDS to persons clothing if an ambulance is required.

4.4.3.4. *Large Splashes* - require the use of a safety shower. Wash all exposed areas for 15 to 20 minutes.

4.4.3.4.1. Safety showers are most effective when all clothing is removed.

4.4.3.5. *Eye Exposure* - Flush the eyes for 15 to 20 minutes with running water. Hold the eye open while flushing.

4.4.3.5.1. Always seek further medical attention at a hospital in the case of eye exposures to hazardous materials. Take a current copy of the SDS along with you.

4.4.3.6. Secure the area to prevent others from entering.

4.4.3.7. Contact the AA – CRT for the area (See Appendix 1).

4.4.3.8. Gather required information such as SDSs (See Appendix 1). Consult the AHA- CRT and/or OHS. Carefully evaluate the situation and form an action plan.

4.4.3.9. Put on all required personal protective equipment.

4.4.3.10. Using appropriate cleanup agents to clean up the spill.

4.4.3.11. Dispose of residue according to Western's Hazardous Materials Management Handbook, or contact OHS at Ext. 81181 for advice.

4.4.3.12. Complete and submit an Accident/Incident Investigation Report (AIIR), and provide a copy to your direct supervisor.

**4.5. Power Failure** - In the event of a University-wide power failure, emergency back-up generators will be engaged, and will temporarily provide minimal lighting, and maintain life/safety systems.

**4.5.1.** Contact the supervisor, or designate, of your AA – CRT (See Appendix 1).



**4.5.2.** The AA – CRT will assess the scope of the situation, determine the needs and associated risks, develop initial recommendations regarding priorities, and then,

4.5.2.1. Provide immediate response, as per an area-specific SOP, e.g. provision of flash lights.

4.5.2.2. In the event of a prolonged power failure, Contact the CCPS Ext 83300 or 911 on a University phone.

**4.5.3.** CCPS will contact the AR – CMT, AA – CRT, and ERT via group text message with information and support, as appropriate to the situation.

4.5.3.1. In the event of a prolonged power failure, information will be conveyed to the ERT and Incident Command on the status of the situation and on additional resources that have been deployed.

**4.5.4.** The ERT will provide the AA – CRT with direction to convey to individuals within the animal area.

**4.6. Natural Disasters** - Due to our geographic location in the Great Lakes region, the most likely natural threats that could generate a major emergency are winter blizzards, ice storms, severe summer storms (lightning, high winds, hail and tornadoes) and flooding from the Thames River due to heavy rains or spring run-off.

**4.6.1.** In the event of a Natural Disaster,

4.6.1.1. Take shelter, as applicable to the situation. Human safety overrides animal safety.

4.6.1.2. Contact your area-specific AA – CRT supervisor, or designate.

**4.6.2.** The AA – CRT will

4.6.2.1. Notify CCPS Ext 83300 or 911 on a University phone.

4.6.2.2. Provide immediate response to the situation, as per the area-specific SOP, e.g. *ACVS Contingency Plan for University Closures*.

**4.6.3.** CCPS will

4.6.3.1. Contact AA – CRT and/or AR – CMT via group text message with appropriate direction.

4.6.3.2. Notify the ERT and Incident Command on the status of the situation and on additional resources that have been deployed.

**4.6.4.** The ERT will provide the AR – CMT and AA – CRT direction to convey to individuals within the animal area.

#### **4.7. Security**

**4.7.1. Access Management** – For the purpose of removing members who are no longer employed or authorized to use an animal holding or use area, area supervisors will ensure that access to areas under their authority is limited to currently authorized personnel by reviewing card access and/or key inventory and/or manual key pad pass codes annually, or when there is a staff changeover, and as applicable.

**4.7.2. Area/Room Level Security Lock Failure** - In instances where security systems fail or malfunction associated with controlling access to areas where live animals are held, e.g. mag locks, Chubb system, contact the area AA –CRT supervisor, or designate and CCPS should have the override key for some of these area. (See Appendix 1).

**4.7.2.1.** The area supervisor will:

**4.7.2.1.1.** Ensure someone oversees the doorway(s) until the security system has been re-engaged, as appropriate.

**4.7.2.1.2.** Contact the vendor, facilities management, or CCPS immediately upon discovery to request support, as appropriate (See Appendix 1).

**4.7.3. Suspicious Individuals** - For any concerns about individuals exhibiting suspicious behaviour around animal facility entryways and related areas through which animals may be transported (loading docks, hallways, elevators, external doors), or other situations (cars with unknown drivers parked around animal care facilities, loitering around stairs adjacent to facility entrances).

4.7.3.1. If you believe the individual may attempt to follow you into a restricted area, **do not enter this area.**

4.7.3.2. If possible, remove yourself and your animals from the situation to a safer location.

4.7.3.3. Call Western's CCPS, Ext 83300 or 911 from a University phone, and follow their direction;

4.7.3.4. Contact the AA – CRT supervisor, or designate, to update the team and to receive any other direction, as appropriate.

4.7.3.5. The AA – CRT will

4.7.3.5.1. Activate area-specific procedures as outlined within the area-specific SOP, and

4.7.3.5.2. Notify the AR – CMT / CCPS, as appropriate to the situation.

**4.7.4. Break-in, Vandalism, or Unauthorized Removal of Animals** - If you witness a break-in, vandalism, or the unauthorized removal of animals:

4.7.4.1. Do NOT confront the individual(s), and attempt to remove yourself from harm's way.

4.7.4.2. **Immediately call London Police, 911.**

4.7.4.3. Check to see if anyone was injured and seek medical care, if needed.

4.7.4.4. CCPS will

4.7.4.4.1. Contact the AA – CRT supervisor, or designate, for your area, and

4.7.4.4.2. Notify the AR – CMT via group text message.

**4.7.5. Animal Rights Activism Related Events** - The most effective defense against animal rights activists is to practice exemplary animal care. For their safety and the integrity of the research, animal holding and procedure areas should not be open to unauthorized persons.

4.7.5.1. Be aware of your surroundings, especially when entering and exiting animal holding area and when transporting animals to and from the holding area.

4.7.5.2. Do not use your access card to permit either known or unknown individuals into an animal holding or procedure area.

4.7.5.3. Each and every person entering an animal holding area must use his/her own access card every time he/she enters and exits the facility.

4.7.5.4. When transporting animals, please ensure that cages are completely covered from view.

**4.7.6. Animal Rights Demonstration, Sit-in or Barricade** - Peaceful demonstrations should be tolerated unless they disrupt facility operations. If an activist event is underway at an animal holding area, take the following actions:

- 4.7.6.1. Be courteous and avoid confrontation. DO NOT force your way through the barricade. Leave the immediate area.
- 4.7.6.2. Immediately call CCPS, Ext 83300 or 911 from a University phone, and provide details on the problem. Indicate if the demonstration is peaceful or aggressive.
  - 4.7.6.2.1. CCPS will notify the AR – CMT and the AA – CRT specific to the area via group text message (See Appendix 1).
- 4.7.6.3. As directed by the AR – CMT, the AA – CRT and CCPS will activate procedures to restrict access to animal holding areas, as outlined within area-specific procedures, e.g. *Restrictions during Times of Animal Rights Activism within ACVS-Managed Facilities*.

**4.7.7. Bomb Threat** - Bomb threats can be received by telephone, note, letter or email. Most bomb threats are made by persons who want to create an atmosphere of general anxiety and panic. All such threats must be taken seriously and handled as though an explosive is in the building.

- 4.7.7.1. **Threatening Call** - Assume that the threat is real. Remain calm and take the caller seriously. The purpose of keeping the person talking is to assist in identifying the caller. Tracing is not always possible.
- 4.7.7.2. **Immediately call London Police, 911.**
  - 4.7.7.2.1. If possible, get a co-worker to call London Police at 911 while you continue talking to the caller.
- 4.7.7.3. Do not hang up. Keep the caller on the line (see line 4.7.7.4.1). Do not upset the caller. Indicate your willingness to cooperate.
- 4.7.7.4. Permit the caller to say as much as possible without interruption.
  - 4.7.7.4.1. Take notes on everything said and on your observations about background noise, voice characteristics, language, etc.
- 4.7.7.5. Ask a lot of questions, as follows:
  - 4.7.7.5.1. Where is the bomb?
  - 4.7.7.5.2. When is it going to go off?
  - 4.7.7.5.3. What kind is it?
  - 4.7.7.5.4. What does it look like?

#### **4.7.8. Suspicious Package**

- 4.7.8.1. Be alert for any suspicious packages, envelope or foreign objects. DO NOT touch them. Look for the following:
  - 4.7.8.1.1. Place of origin – note the postmark
  - 4.7.8.1.2. Handwriting – unusual or inconsistent addressing
  - 4.7.8.1.3. Weight – excessively heavy for its size

- 4.7.8.1.4. Protruding wires
- 4.7.8.1.5. Holes in the envelope or wrapping
- 4.7.8.1.6. Grease marks
- 4.7.8.1.7. Smell – suggestive of almonds or marzipan, or any other strange smell
- 4.7.8.1.8. Unexpected delivery
- 4.7.8.1.9. Unusual packaging
- 4.7.8.2. Isolate the item and evacuate everyone in the vicinity to a safe distance.
- 4.7.8.3. Call CCPS at Ext 83300 or 911 from a University phone.
- 4.7.8.4. CCPS will communicate with Emergency Response Teams as required, including the HAZMAT Team.

#### **4.8. Communications**

**4.8.1. Questions Directed at You** - If anyone asks you questions about your role, the animal holding or procedure area, and/or anything associated with animal-based science activities within Western's Research Community, state that you cannot be of assistance and direct them to contact Western's Communications and Public Affairs AVP, Ext 85469.

#### **4.8.2. Request for information pertaining to animal care and use**

##### **4.8.2.1. From Media**

- 4.8.2.1.1. Indicate that you are not the right person to provide this information but that you will forward the request to the appropriate person.
- 4.8.2.1.2. Note name, phone number and deadline for getting the information.
- 4.8.2.1.3. Forward the request to Western's Media Relations Director, Ext. 85468.

##### **4.8.2.2. From Individuals or Groups**

- 4.8.2.2.1. Indicate that you are not the right person to provide this information, but that you will forward the request to the appropriate person.
- 4.8.2.2.2. Note name and phone number.
- 4.8.2.2.3. Forward the request to Western's Media Relations Director, Ext 85468.

##### **4.8.2.3. Communications - Procedure to respond to actual or potential civil disturbance**

- 4.8.2.3.1.** CCPS will inform Western's Media Relations AVP or Director, Ext 85468/85469, of the actual or potential event.

##### **4.8.2.4. Communications - Procedure for a communication response to an animal facility incident**

- 4.8.2.4.1. Provide Western's Media Relations Director, Ext 85468, with all the information pertaining to an incident that can have media repercussions.
- 4.8.2.4.2. Social media unit will obtain information from the Media Relations team. Those two units will assess a response and monitor approach for the incident in question.

#### **4.8.3. Communications - Coordinating a response with other constituents of the Lawson/Western network**

- 4.8.3.1. Western's Media Relations AVP or Director will inform their colleagues of any incident or request that has the potential to affect other institutions of the Lawson/Western network.

#### **4.8.4. Communications - General statement on the care and use of animals in research**

4.8.4.1. Research Western's Associate Director, Research, Promotion and Profile and Western's Media Relations Director will maintain a general statement that is readily available to be released by the Media Relations Office.

#### **4.8.5. Communications - Specific Statements**

4.8.5.1. Research Western's Associate Director, Research, Promotion & Profile, or designate, will support the AR – CMT in developing and maintaining species-specific statements that can be used by the Media Relations Office, as required.

4.8.5.2. Specific statements will include

- 4.8.5.2.1. An explanation of the need for that species
- 4.8.5.2.2. Examples of achievement benefiting Society or animals
- 4.8.5.2.3. General information on animal use statistics

#### **4.9. Unexpected Severe Animal Care Staffing Shortage / Critical Equipment Failure - Animal Holding Areas Only**

**4.9.1.** In response to an unexpected and severe short-term loss of key Animal Care and/or Veterinary Technician staff, e.g. influenza outbreak, and/or break-down of critical equipment that might significantly impede operational continuance, e.g. cage washers, AA – CRT supervisors will request Animal Care support by notifying the University Veterinarian of the specific needs.

**4.9.2.** The University Veterinarian will liaise directly with citywide institutional senior administrators and area supervisors to identify both resource requirements and availability.

- 4.9.2.1. In the event that the loss is significant in nature, the University Veterinarian will notify the ACC – CRT and AR – CMT.
- 4.9.2.2. Short-term staffing reallocations will be undertaken in alignment with associated collective agreements.

### **5. Post Emergency Evaluation**

**5.1.** The AR – CMT and ACC – CRT will

- 5.1.1.** Organize a meeting no later than four weeks after an emergency incident to review the causes and the details of the incidents that took place and the manner in which the response was organized. This exercise is intended to acknowledge the positive aspects of the response and to improve or correct the process and the protocols where required.
- 5.1.2.** Develop and distribute to Western's ERT Minutes containing actions arising from the meeting.
- 5.1.3.** Notify internal / external regulators, as appropriate for the situation.

### **6. Emergency Response Preparations**

**6.1.** The AA – CRT supervisor, or designate, will

- 6.1.1.** Develop initial area-level emergency response SOPs, as outlined within this SOP (see 3.5.2)
- 6.1.2.** Maintain up-to-date and readily available area-specific space, contact lists (staff, researchers and their staff), emergency supplies lists, and related procedures.

- 6.1.3. Review and update Appendix 1 minimum annually to ensure contact information remains current.
  - 6.1.3.1. Update door signage (Appendix 1) throughout the associated area.
- 6.1.4. Provide CCPS with written up-to-date contact information for
  - 6.1.4.1. The area-specific AA - CRT contact list (Appendix 1).
  - 6.1.4.2. Specific rooms where staff may be permitted to remain with the animals during an emergency, as per this SOP (see 4.2.5. Fire Alarm During a Live Animal Procedure).
- 6.2. The AR – CMT will
  - 6.2.1. Ensure that this SOP remains up-to-date and readily available.
  - 6.2.2. Review related area-specific SOPs to ensure alignment with this SOP and other institutional/regulatory standards.
  - 6.2.3. Facilitate and assess periodic mock emergency situations.
- 6.3. The AA – CRT supervisor, in conjunction with other emergency response teams, will ensure that procedures for handling an emergency are practiced so that area users are comfortable with them.
  - 6.3.1. If possible, these exercises should be performed without significantly disrupting experiments.
  - 6.3.2. The AA – CRT supervisor, in conjunction with the AR – CMT, will facilitate mock emergency situations periodically to test all components of the emergency plan. Real events can also constitute a valid exercise.
- 6.4. After a mock or real event, the AA – CRT and AR – CMT (as appropriate) will perform a debrief exercise and will update the associated SOPs (this SOP and area-specific), as necessary.

## 7. Definitions and Abbreviations

- 7.1. **AA – CRT** – Animal Area Crisis Response Team
- 7.2. **AR – CMT** – Animal Research Crisis Management Team
- 7.3. **Designated Animal** - All other animals than those identified as *Directed Animals* whose initial diagnosis and treatment have been designated to a SAR Designate, as per POL-009.
- 7.4. **Directed Animal** – Species include pigs, sheep, dogs, cats, non-human primates and rabbits; any sick animal with critical (serious to severe) health concerns, or associated with experimental groups experiencing increased morbidity, or conditions/groups/animal(s) as determined by the Animal Care Committee or Institutional Veterinarian on a case-by-case basis, as per POL-009.
- 7.5. **EOCG** – Western’s Emergency Operations Control Group
- 7.6. **ERT** – Western’s Emergency Response Team
- 7.7. **CCAC** – Canadian Council on Animal Care
- 7.8. **CCPS** – Western’s Campus Community Police Service
- 7.9. **SDS** – Safety Data Sheets, formerly known as MSDS, as per WHMIS requirements
- 7.10. **Western’s Research Community** - Institutions and their departments involving animal-based scientists having Animal Use Protocols under the jurisdiction of Western’s Animal Care Committee, the ACC

**8. Associated Documents**

- 8.1. MAPP 1.4 Policy on Emergency Response & Preparedness – Western University References
- 8.2. Emergency Contacts Information – This SOP's Appendix 1-A, B, C; institutional ERTs
- 8.3. Animal Holding Area Maps
- 8.4. Evacuation Route Diagrams
- 8.5. List of Emergency Supplies, e.g. transport caging, drugs, feed, water
- 8.6. Animal Transport SOPs
  - 8.6.1. CW-443 Rodent Transport, Containment Level 1 Procedures
  - 8.6.2. CW-444 Non-Rodent Transport Containment
- 8.7. SOP SAF-002 - Rodent: Biohazard Containment Level 2 Information for Animal Care & Veterinary Services (ACVS) Directly Managed Facilities.
- 8.8. Western's Policy - Restrictions during Times of Animal Rights Activism within ACVS-Managed Facilities
- 8.9. ACVS Contingency Plan for University Closures

**9. Revision History**

Version	Date	Description of Changes	Authors
01	19-MAR-2020	New SOP	NG / DK / KM / LT / JCA / KB

**EMERGENCY PROCEDURES FOR AREA(S) INVOLVING LIVE ANIMALS**

**Notification and Initial Response**

<p><b>SICK OR INJURED ANIMAL</b></p> <ul style="list-style-type: none"> <li>Follow the Sick Animal Response Procedure (PROC-009).</li> <li>For <b>Directed Animals</b>, immediately contact the Vet (519-661-2195)</li> <li>For <b>Designated Animals</b>, contact the institutional SAR Designate, e.g. SAR Technician via institutional SAR email (see back page)</li> </ul> <p>Definitions:</p> <ul style="list-style-type: none"> <li><i>Directed Animals</i> - Pigs, sheep, dogs, cats, non-human primates, and rabbits, and/or any sick animal with critical (serious to severe) health concern</li> <li><i>Designated Animals</i> - All other animals than those identified as Directed Animals</li> </ul>	<p><b>FIRE ALARM</b></p> <p><b>DURING ANIMAL PROCEDURE</b></p> <ul style="list-style-type: none"> <li>When there is <b>evidence (smoke, flames) or confirmation of fire</b> emergency, follow FIRE procedure from the general emergency plan;</li> <li>When there is <b>no sign of fire</b>, call Contact # ____ (see back page) to get confirmation;</li> <li>Indicate that an animal is undergoing surgery; give your location, phone number and the number of people present;</li> <li>If alarm confirmed &amp; open surgical wound: euthanize the animal, if possible and safe &amp; evacuate;</li> <li>Alarm confirmed &amp; no/closed surgical wound, leave the animal in a cage to safely recover from anesthesia &amp; evacuate.</li> </ul>	<p><b>CHEMICAL SPILL / EXPOSURE</b></p> <ul style="list-style-type: none"> <li>Determine what was spilled and if the area is safe. If there is any doubt about the safety of an area or the nature of the spilled material evacuate the area using the fire alarm pull station. If the pull station is used, meet emergency personnel.</li> <li>Administer immediate first aid where needed, <i>Skin Exposure:</i> 15 – 20 mins under running water &amp; as per SDS <i>Eye Exposure:</i> 15-20 mins under running water w. eye(s) open <i>Larger Body Area:</i> 15 – 20 mins under safety shower (clothes off most effective)</li> <li>Seek additional medical support (hospital emergency), e.g. for eyes, &amp; bring SDS</li> <li>As appropriate, secure area to prevent others from exposure</li> <li>Contact the AA-CRT @ Contact # ____ (see back page)</li> <li>Inform direct supervisor; complete AIIR</li> </ul>
<p><b>ENVIRONMENTAL IRREGULARITIES</b></p> <p><b>POWER OUTAGE, TEMPERATURE, HUMIDITY, WATER, FLOOD, NATURAL DISASTERS</b></p> <ul style="list-style-type: none"> <li>During regular hours, immediately notify Contact # ____ (see back page)</li> <li>After hours, or if area supervisor is unavailable, immediately call Contact # ____</li> <li>Provide name, contact #, nature of concern &amp; impacted location</li> <li>Attend to animal – provide relief</li> <li>For <b>Natural Disasters</b>, contact CCPS x83300 / 911 (University phone)</li> </ul>	<p><b>EQUIPMENT / SECURITY SYSTEMS FAILURE</b></p> <ul style="list-style-type: none"> <li>During regular hours, immediately notify Contact # ____ (see back page)</li> <li>After hours, or if area supervisor is unavailable, immediately call Contact # ____ (see back page)</li> <li>Provide name, contact #, nature of concern &amp; impacted location</li> <li>For Security-related equipment/system failure, immediately notify Contact # ____ (see back page)</li> </ul>	<p><b>UNCONTROLLED RELEASE (SPILL) OF BIOLOGIC HAZARD</b></p> <ul style="list-style-type: none"> <li>Evacuate immediate area. Shut down equipment.</li> <li>Isolate area and prevent re-entry</li> <li>Call CCPS x83300 / 911 (University phone) to activate HAZMAT Team</li> <li>Provide SDS info to on-site responders Item # ____</li> <li>If exposed, follow BAPA, incl. SDS; during work hours go to institutional staff health; after hours go to hospital Emergency</li> <li>Inform direct supervisor; complete AIIR</li> </ul>
<p><b>REQUEST FOR INFORMATION</b></p> <ul style="list-style-type: none"> <li>Do not provide information;</li> <li>Tell the person that you will redirect the request to the appropriate person;</li> <li>Note the name, phone number, and the urgency of that request;</li> <li>Contact Media Relations Office, call Contact # ____ (see back page) For urgent requests outside regular hours, call Contact # ____ (see back page)</li> </ul>	<p><b>SUSPICIOUS INDIVIDUALS / BREAK-IN / VANDALISM</b></p> <ul style="list-style-type: none"> <li>If you believe someone may attempt to enter a restricted area, do not enter the area.</li> <li>Do not confront the person.</li> <li>If possible, remove yourself &amp; animals from the area to a safer location</li> <li><b>Call London Police, 911</b></li> <li>Notify Contact # ____ (see back page)</li> </ul>	<p><b>THREATS OR VIOLENCE</b></p> <ul style="list-style-type: none"> <li>Bomb Threat Telephone Call - Assume threat is real; listen to caller, ask questions about the bomb, take detailed notes</li> <li>Suspicious Package – Identify suspicious package; do not touch; isolate the item; evacuate everyone from area</li> <li>Violence – Remove yourself from the situation, if possible.</li> <li>For All – <b>Call London Police</b> - Call 911 asap &amp; notify Contact # ____ (see back page)</li> </ul>



**EMERGENCY PROCEDURES FOR ANIMAL AREAS (HOLDING/PROCEDURE) CONTACT LIST**  
For GENERAL EMERGENCY call CCPS Ext 83300 / 911  
For ANIMAL RELATED EMERGENCY call 519-661-2195

**LOCATION – AREA \_\_\_\_\_ ROOM \_\_\_\_\_**

**Animal Area – Crisis Response Team (AA – CRT)**

	Name	Role	Contact #	Email
1		Area Supervisor / Manager		
2		Supervisor Designate		
3		Veterinarian		
4		SAR Technician		
5				
6				

**Institutional Building / Infrastructure Support Team**

	Name	Role	Contact #	Email
7		Facilities Emergency		
8		Facilities Non-Emergency		
9		Security		
10		Building Manager		
11		IT Support		
12		Vendor		

**Location of Other Important Information**

	Topic	Nearest Location I	Other Locations	
13	Emergency Evacuation Routes Diagram – area specific			
14	Emergency Exits			
15	Eyewash / Shower Stations			
16	Safety Data Sheets			
17	SOP - Crisis Management Plan for Animal Holding and Procedure Areas			
18				
19				
20				

**ANIMAL RESEARCH CRISIS MANAGEMENT TEAM (AR – CMT)**

Name		Role	Contact #	Email
<b>A</b>	Kate Banks	University Veterinarian, or designated Institutional Veterinarian	519-281-9167	<a href="mailto:kate.banks@uwo.ca">kate.banks@uwo.ca</a>
<b>B</b>	Tim Regnault	Animal Care Committee Chair, or Vice Chair	519 933 1503	<a href="mailto:tim.regnault@uwo.ca">tim.regnault@uwo.ca</a>
<b>C</b>	Kevin Shoemaker	Vice President (Research), and/or Associate Vice President (Research)	519 661-3406	<a href="mailto:kshoemak@uwo.ca">kshoemak@uwo.ca</a>
<b>D</b>	Erika Basile	Research Ethics & Compliance Office Director	519 494 5432	<a href="mailto:ebasile@uwo.ca">ebasile@uwo.ca</a>
<b>E</b>	Terry Rice / Althea Blackburn-Evans (2APR20) Keith Marnoch Douglas Keddy	Associate Vice President, Communications and Public Affairs, Associate Director, Research Promotion & Profile	TR - (519) 495-4747 / 85469 KM - 226 927 3471 / 519 709 4400 DK - 519 661-2111 x87485	TR - <a href="mailto:tjrice@uwo.ca">tjrice@uwo.ca</a> / ABE - <a href="mailto:a.blackburnevans@uwo.ca">a.blackburnevans@uwo.ca</a> KM - <a href="mailto:kmarnoch@uwo.ca">kmarnoch@uwo.ca</a> DK - <a href="mailto:dkeddy@uwo.ca">dkeddy@uwo.ca</a>
<b>F</b>	Brent Shea Jean-Claude Aubin	Director, Campus Community Police Service (CCPS), Inspector-Operations Leaders	BS - 519 661-4040 JCA - 226 927 3457	BS - <a href="mailto:tbshea@uwo.ca">tbshea@uwo.ca</a> JCA - <a href="mailto:jaubin4@uwo.ca">jaubin4@uwo.ca</a>
<b>G</b>	Steve Mackay Elizabeth Krische	Associate Vice President, Facilities Management	SM - 519 617 3985 EK - 519 200 5363	SM - <a href="mailto:smackay@uwo.ca">smackay@uwo.ca</a> EK - <a href="mailto:ekrische@uwo.ca">ekrische@uwo.ca</a>

**WESTERN'S EMERGENCY RESPONSE TEAM (ERT)**

Name		Role	Contact #	Email
<b>F</b>	Brent Shea	Director, Campus Community Police Service	84040	<a href="mailto:tbshea@uwo.ca">tbshea@uwo.ca</a>
<b>H</b>	Mark Widmeyer	Manager, Fire Safety & Emergency Management	88750	<a href="mailto:mwidmey@uwo.ca">mwidmey@uwo.ca</a>
<b>I</b>	Matt Mills	Director, Occupational Health & Safety	81181	<a href="mailto:mjmills@uwo.ca">mjmills@uwo.ca</a>
<b>J</b>	Brian Wakefield	Director, Operations and Maintenance	82660	<a href="mailto:bwakefi2@uwo.ca">bwakefi2@uwo.ca</a>
<b>K</b>	JC Aubin	Manager, Campus Community Police Service	89352	<a href="mailto:Jaubin4@uwo.ca">Jaubin4@uwo.ca</a>
<b>L</b>		Supervisor, Fire Safety		
<b>M</b>	Tony Hammoud	HazMat Team Leader	88730	<a href="mailto:ahammoud@uwo.ca">ahammoud@uwo.ca</a>
<b>N</b>	Al Niemi	Manager, Power Plant Operations	88888	<a href="mailto:aniemi2@uwo.ca">aniemi2@uwo.ca</a>

The following colour-coded sections outline responses to various levels of crisis associated with animal holding and procedure areas within Western's Research Community:



### **Crisis Management Level I – STANDARD OPERATIONS**

**Level I** – An unplanned routine emergency that requires attention from beyond the facility and may adversely impact or threaten animal and human life, health, property or environment.

**Examples: HVAC failure, fire/security alarm requiring fire response, isolated hazardous materials spill, loss of heat/power, water main or pipe break.**

- May only require internal (Facility and Institutional) response personnel and resources and will have limited impact on research operations (< 1 week)
- Communicate to Specific Animal Area Crisis Response Team (AA – CRT) the Crisis Management Level (CML-I) and operational plans
- Facility staff to continue to provide animal care and oversight together with Research and veterinarian teams' engagement.
- AUP full, Annual Protocol Renewal and Protocol Modification forms submission and review is ongoing, as per the *Animal Use Protocols Policy* (POL-002)

### **Crisis Management Level II – SPECIAL OPERATIONS**

**Level II** – An unplanned emergency occurring at single or multiple locations with high likelihood to adversely impact animal and human life, health, property or the environment.

**Examples: infectious disease outbreak (as declared by government health authorities) or multiple serious injuries, major weather event, bomb threat, hazardous spill impacting large area, large fire, utility disruption impacting multiple facilities**

- This level requires a non-routine response with immediate notification and engagement from multiple personnel and resources and may involve outside agency assistance.
  - The emergency may create a prolonged and/or extended impact on the research community (< 1 month)
- The Animal Research Crisis Management Team (AR-CMT) and the ACC Crisis Response Team (ACC-CRT) will be activated, per the *Crisis Management Program for Animal Holding and Procedure Areas* SOP. In conjunction with appropriate stakeholders, these groups develop and oversee related crisis management plans to ensure alignment with external regulatory requirements.
- The ACC Executive will communicate with the Office of the Vice President (Research) (VPR) the Crisis Management Level (CML-II), operational plans and contingencies
- All enquiries will be directed to Western's and affiliates' central communications resources or local leaders, as appropriate




- Essential duties will be identified to ensure operational continuity and research support, including essential activities that are performed by research teams to maintain ongoing use of animals, e.g. required maintenance of surgical implants
- Laboratory Animal Facility staff, Veterinary Services staff and Research teams deemed 'essential' according to crisis management plan will be trained on essential duties
- Western research teams performing animal husbandry activities in satellite facilities and extra-vivariaral sites will be asked to obtain census information and prepare to transport animals to centrally managed facilities, for CML III.
- Facility Supervisors at affiliated hospitals and satellite facilities will be asked to identify research activities that require animal transport and holding outside of ACVS-managed facilities, or outside of facilities at affiliated hospitals; and will identify those deemed 'non-essential' in consultation with research teams
- Facility supervisors at all sites will be asked to provide scheduled procedures, such as recovery surgery or other interventions that may involve increased resources for clinical support or oversight, and will identify those deemed 'non-essential' in consultation with research teams
- The University Veterinarian will activate review of procurement requirements in preparation for potential interruption of supply chains, and will initiate procurement of additional consumables deemed essential to the maintenance of operations in keeping with communications from Emergency Operations Continuity Group or affiliates' equivalent groups
- Research teams will be **strongly encouraged** to:
  - review and significantly limit their AUPs to essential experimental requirements, including breeding programs, and animal procurement
  - suspend all survival surgeries with post-operative survival greater than 24 hours
  - prepare back-up plans in response to potential staff member absences and ensure research team members delegated to study tasks are appropriately trained and equipped for those tasks
  - comply with other directives that may limit their program due to potentially reduced resources
- All supervisors of staff directly involved in animal work **will be required** to ensure adequate control measures are in place, per public health and/or institutional OHS directives, e.g. protocols for use of shared space, PPE
  - in the event that PPE is unavailable or help is needed in developing other controls, supervisors will outreach to institutional OHS to request support
- AUP full form, Annual Protocol Renewal and Protocol Modification forms submission and review will continue
- All hands-on training requests will be postponed. Online training will continue.

**Crisis Management Level III – REQUIRED SERVICES**

**Level III** – A large disaster that results in significant consequences for some of the research community.

**Examples: University and or affiliate partial shutdown, infectious disease outbreak (as declared by government health authorities)**

- This level requires numerous resources – both internal and external – and university/hospital/LHRI senior leadership.
  - Long-term implications and disruption are expected (~1-6 months)
- The Animal Research Crisis Management Team (AR-CMT) and the ACC Crisis Response Team (ACC-CRT) will continue in its leadership capacity, per the *Crisis Management Program for Animal Holding and Procedure Areas SOP*. In conjunction with appropriate stakeholders, these groups will continue to develop and oversee related crisis management plans to ensure alignment with external regulatory requirements.
- Western’s/Lawson’s Emergency Response Teams (ERT) will be engaged, as applicable to the situation
- The ACC Executive will communicate with the Office of the VPR the Crisis Management Level (CML-III) operational plans and contingencies
- All enquiries will be directed to Western’s and affiliates’ central communications resources or local leaders, as appropriate
- Research activities will be limited to those deemed ‘essential’ as identified by research teams and in collaboration with the ACC Crisis Response Team (ACC – CRT), e.g. vaccine production specific to the crisis at hand
- Procedures involving animals currently being held (e.g. maintenance of surgical implants) will be maintained to the degree to which support staff is available and deemed appropriate by the University Veterinarian, (e.g. availability of research, animal facility and veterinary services staff)
- Unless previously approved by the ACC – CRT (contact [acc@uwo.ca](mailto:acc@uwo.ca)) researchers will:
  - Halt all breeding programs
  - Halt all survival surgeries with post-operative survival greater than 24 hours
  - Halt all animal procurement
    - Email to [acc@uwo.ca](mailto:acc@uwo.ca) procurement requests using the ‘Animal Procurement Information Request Form’.
  - Train support staff on back-up plans in response to potential staff member absences
- In collaboration with PIs, their research teams and Animal Care staff, the ACC-CRT will inventory currently held animals and assign priority levels to them, as follows:

- 
1. Directed species such as NHPs, dogs, pigs, cats
  2. Irreplaceable specially bred, humanized or genetically distinct animal lines
  3. Investigators working on grants with guidelines for preserving equipment and data
  4. Founder breeding pairs for other animal lines
  5. Cohorts or colonies that are maintained in ongoing research and wildlife programs with considerable investment in time (e.g. aging colonies, diet experiments, generational studies) or expertise
  6. All other animals used in research, wildlife research or teaching
- All supervisors of staff directly involved in animal work **must** ensure adequate control measures are in place, per public health and/or institutional OHS directives, e.g. protocols for use of shared space, PPE
    - in the event that PPE is unavailable or help is needed in developing other controls, outreach to institutional OHS requesting support
  - The transport of animals from satellite facilities and extra-vivarial sites into centrally managed facilities will be initiated
  - On an as-needs basis Veterinary Services team members will assist with Animal Care activities in addition to tending to clinical cases as they arise
  - The University Veterinarian will direct any changes to the Sick Animal Response and Animal User Training programs, as applicable to the situation
    - Online training activities will be suspended
  - Any deviations from local area standard operating procedures (such as cage changing frequency) to be evaluated by University Veterinarian or delegate in consultation with Facility supervisors.
  - AUP full form, Annual Protocol Renewal and Protocol Modification forms submission and review will continue as review resources allow
    - activation of new AUPs and approved Protocol Modifications will be halted until CMLII is restored.
  - Post Approval Monitoring oversight activities will be on hold:
    - ACC site visits
    - Facility visits by Veterinarians
    - ACC directed observations and evaluations - including pilot studies

**Crisis Management Level Level IV – CLOSURE**

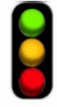
**Level IV** – A large and complex disaster that results in catastrophic consequences for all of the research community.

**Examples: University and or affiliate shut down, infectious disease outbreak (as declared by government health authorities), mass casualty event, tornado, act of terrorism, activism, building collapse, severe flood**

- This level requires numerous resources – both internal and external – and university/hospital/LHRI senior leadership.
  - Long-term implications and disruption are expected (>6 months)
- The Animal Research Crisis Management Team (AR-CMT) and the ACC Crisis Response Team (ACC-CRT) will continue in its leadership capacity, per the *Crisis Management Program for Animal Holding and Procedure Areas SOP*. In conjunction with appropriate stakeholders, these groups will continue to develop and oversee related crisis management plans to ensure alignment with external regulatory requirements.
- Western’s/Lawson’s Emergency Response Teams (ERT) will be engaged, as applicable to the situation
- ACC Executive will communicate with the Office of the VPR the Crisis Management Level (CML-IV), operational plans and contingencies
- All enquiries will be directed to Western’s and affiliates’ central communications resources or local leaders, as appropriate
- **The following will be implemented initially for up to 1 month from activation of CML IV:**
  - Implementation of these changes and their continuation after that time will be reviewed daily by the AR-CMT and the ACC-CRT
- Essential staff will be required to:
  - Maintain procedures for animals currently being held, e.g. maintenance of surgical implants, to the degree to which support staff is available and as deemed appropriate by the University Veterinarian, e.g. availability of research, animal facility and veterinary services staff.
  - Move all ongoing experimental work to completion, followed by an ‘on hold’ status.
  - No new surgeries or procedures will be undertaken.
- All animal procurement will be halted with the exception of mission critical science and at the discretion of the ACC-CRT
- All supervisors of staff directly involved in animal work **will be required** to ensure adequate control measures are in place, per public health and/or institutional OHS directives, e.g. protocols for use of shared space, PPE



- in the event that PPE is unavailable or help is needed in developing other controls, supervisors will outreach to institutional OHS to request support
- Veterinary services team to assist with animal care activities in addition to tending to clinical cases as they arise.
- The University Veterinarian will direct any changes to the Sick Animal Response and Animal User Training programs, as applicable to the situation.
- Any deviations from local area standard operating procedures (such as cage changing frequency) to be evaluated by University Veterinarian or delegate in consultation with Facility supervisors.
- AUP full, Annual Protocol Renewal, and Protocol Modification forms reviews will be suspended
- Where the AR-CMT, ACC-CRT deem that available resources (physical, consumables and staff) levels are inadequate to maintain animal welfare, they will implement humane euthanasia according to AVMA Guidelines for Depopulation of Animals (2019) based on concept of preservation of as many animals as possible for as long as possible with priority as indicated below (to be confirmed by VPR/University Veterinarian/ACC Chair):
  1. Directed species such as NHPs, dogs, pigs, cats
  2. Irreplaceable specially bred, humanized or genetically distinct animal lines
  3. Investigators working on grants with guidelines for preserving equipment and data
  4. Founder breeding pairs for other animal lines
  5. Cohorts or colonies that are maintained in ongoing research and wildlife programs with considerable investment in time (e.g. aging colonies, diet experiments, generational studies) or expertise
  6. All other animals used in research, wildlife research or teaching
- Where specific regulatory directives exist, stakeholders involved in euthanasia will track the numbers of animals euthanized or otherwise removed from research or teaching projects as a direct consequence of the crisis using logs provided by area Facility supervisors.



Based on <https://travel.gc.ca/travelling/health-safety/travel-health-notice#risklevels>