

REOC

Regional Emergency Operations Centre

COVID-19 Response



Welcome

We invite you to explore this interactive story map to learn about the Regional Emergency Operations Centre (REOC) response to COVID-19.

How to use this story map:

- To move through the story map, scroll down or use the navigation bar to jump to a specific section
- If available, a small circle located vertically in the bottom left or right of your screen can be used to navigate through a specific section, as seen below:



Navigation Circles

- A 'Quick Links' button is available on the navigation bar to access all documentation referenced in this story map

The REOC is the central command and control for emergency preparedness and emergency management within the Region of Peel. The REOC supports the Region of Peel and the local municipalities response to COVID-19 through four main objectives:

Protect	Support	Communicate & Coordinate	Deliver
<ul style="list-style-type: none">• Protect Regional employees and residents from COVID-19, particularly our most vulnerable community members• Promote the safety and well-being of Regional employees during the COVID-19 pandemic	<ul style="list-style-type: none">• Support the public health response to COVID-19, including directives from the MOH• Enable critical work across Regional Services• Support broader health system response to COVID-19 pandemic	<ul style="list-style-type: none">• Provide trusted and timely communication to regional employees, Council and community members• Coordinate the COVID-19 response with local municipalities and community stakeholders	<ul style="list-style-type: none">• Ensure delivery of essential services Adapt to rapidly changing service needs and impacts• Ensure accountability and implementation of risk management practices• Implement business recovery planning

Protect

The REOC strives to protect Regional staff and residents from COVID-19, particularly the most vulnerable members of our community.



Community Safety

- Increased homeless supports by providing an isolation and recovery site
- Developed a Community Response Table that helps 200 agencies that support vulnerable or at-risk citizens, municipal support task forces, and distributes government funding to local NGOs
- Enhanced protection for TransHelp Operators and Clients with implementation of COVID-19 safety guidelines
- Adjustments to in-person service delivery
- Implemented preventative measures at Peel Living sites - increasing signage and communication, closing common rooms, pre-screening, PPE, and wellness phone calls to senior residents



Employee Safety

- Promotion of COVID-19 safety guidelines, which include: physical distancing, hand hygiene, use of PPE, and self-isolation measures
- Implemented enhanced cleaning and active screening protocols at Regional facilities
- Implemented pre-screening protocols prior to delivering services
- Enabled and encouraged employees to work from home
- Developed inventory of safety hazards and control measures for potential interactions between the public and employees, including the issuance of PPE and training
- Closed or modified service hours for public facing facilities
- Modified workplace design to enable physical distancing

Support

REOC enables critical work across Regional services and supports the public health response to COVID-19.



Community and Employee Support

- Redeployment of employees to support COVID-19 response
 - External recruitment of long term care home staff
 - Coordinated inventory and procurement of essential supplies across all business areas
 - Distributed community donated PPE supplies to private long term care facilities
 - Coordinated emergency daycare for essential service employees in Peel
 - Deferred utility rate increases and provided relief from late payment fees for residents
-

Communicate & Co-ordinate

The REOC continuously coordinates the COVID-19 response with local municipalities and community stakeholders. It also provides trusted and timely communication to Regional staff, Council, and community members.



Trusted Communication

- Unified response for external inquiries to provide consistent message to Councillors and Mayors
- Enhanced internal communication through a COVID-19 Employee Portal, a central email for employee questions, and improved frequently asked questions page
- Provided frequent social media updates and reminders to the public
- Expanded section on external Region of Peel website with COVID-19 guidance, support, service impacts, and statistics
- Deployed a continuous improvement task force to manage and reduce call wait times at Service Peel
- Coordinated donations to accept and redistribute essential supplies
- Provided weekly COVID-19 response to Council
- Consistent communication with municipalities through the Inter-municipal Communication Task Force
- Established Emergency Managers Task Force, including local municipal emergency managers, paramedics, police, OPP, Regional Fire Coordinator, and hospitals
- Held weekly liaison with William Osler and Trillium Partners for PPE and local municipal essential supplies representatives

- Held daily inter-municipal HR Director meetings to share and coordinate policies

Deliver

The REOC ensures the delivery of essential services while adapting to rapidly changing service needs and impacts. It also ensures accountability and implementation of risk management practices and implements business recovery planning.



Ensures Delivery of Essential Services

- Activated the REOC, Public Health EOC, and Public Works EOC to ensure essential services remain available to citizens
- Performed Business Impact Assessments (BIAs) for all Regional services and received Business Continuity Plans (BCPs) for all departments
- Conducted corporate strategic priorities/projects review



Adaptation

- Adapted Regional services for vulnerable residents by enabling automatic Ontario Works payments and enabled Ontario Works caseworkers to work with clients remotely
- Worked with Mayors to allow off-peak delivery of goods
- Provided enhanced supports to frontline health care workers through the Surge and Isolation Housing Task Force
- Digitized several Regional processes, including a digital Development Services application process to enable closing service counter and electronic approval process for Accounts Payable
- Conducted virtual Council meetings
- Modified and updated HR policies to allow staff to better handle circumstances and provide extended supports
- Managed risks, budget, and compliance with Provincial Order through the Capital and Construction Task Force
- Implemented a high-risk Paramedics response teams for calls that may have aerosol generating procedures
- Adapted Regional Water Services by limiting service interruptions to emergency work, deferring water sample collection on private properties, and digitization of

submissions based on direction from the Ministry of Environment

- Increased remote staff access to the Region's public sector network through increase of bandwidth



Accountability

- Managed accountability to citizens through the Financial Task Force with a monthly financial report to Council
- Conducted continuous legal and privacy review of all Federal, Provincial, and local Ministry of Health (MOH) Orders
- Formally communicated to all vendors/contractors regarding safety and conformance with MOH and Provincial Orders

Recovery Plan

A blue rectangular banner with the text 'Recovery Plan' in white. Below the banner, a grey diagonal path leads from the bottom left towards the top right. Along this path are several circular icons. From left to right, the icons include: a blue triangle with the word 'One' below it, a group of three stylized figures, a blue triangle with the word 'One' below it, a group of three stylized figures, a blue triangle with the word 'One' below it, a group of three stylized figures, a blue triangle with the word 'One' below it, and a group of three stylized figures.

Recovery

- Documented weekly REOC lessons learned
 - Performed service level reviews for all activities
 - Established a Demobilization and Recovery Planning Task Force
-

Demobilization & Recovery

Reporting to the REOC Policy Group, the Demobilization & Recovery Task Force is comprised of leadership from across the organization. The mandate of the Task Force is to plan and execute the demobilization of COVID-19 response efforts and recovery for the Region of Peel.

The Task Force meets weekly to review the various recovery elements and prepare strategic recommendations to the Policy Group. The Task Force assigns responsibility for the execution of approved strategies and plans including communications and change management.



Delivering Valued Services and Community Supports



Creating Safe Environments and Healthy Workers



Redesigning for the New Normal of Regional Operations

Priority

Resumption of modified Regional services and the appropriate return from remote operations

Ensuring all workspaces and staff are ready to enable return and are safeguarded from risk

Rethinking how Regional services and operations are performed and how we work in the future

Focus

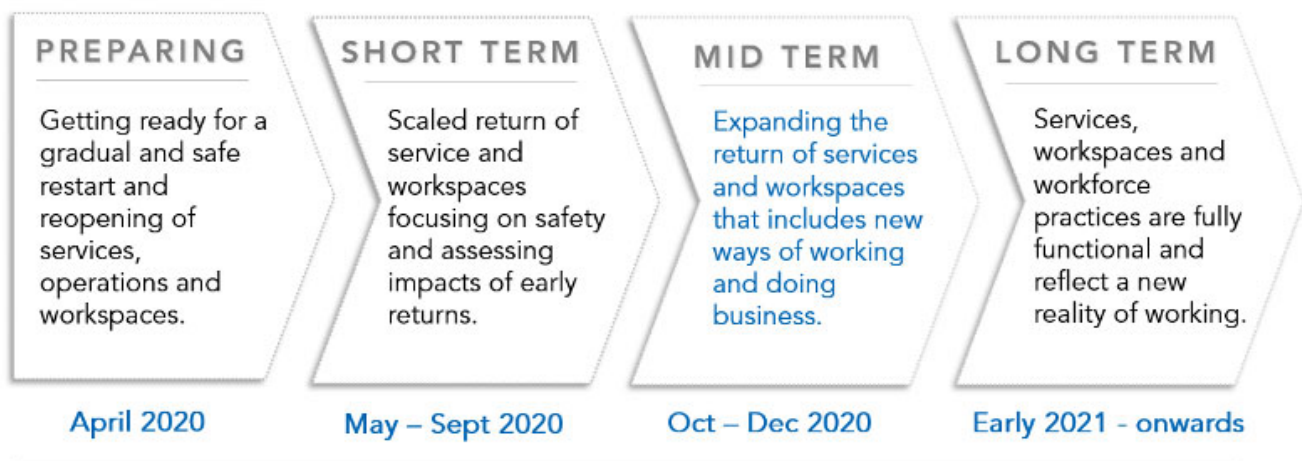
- Gradually restarting of services
- Scaled return from remote operations
- Continuing key community supports
- Adjusting infrastructure investments
- Managing financial and economic impacts

- Public Health guidelines
- Health, safety and wellness
- Workplace safeguards and equipment
- Workforce measures and supports
- Digital enablement

- Remote work capabilities
- Space needs and efficiencies
- Optimizing the workforce
- Service level refinements
- Emergency future proof
- Health and well-being

Framework

The Region's Demobilization and Recovery (D&R) Plan focuses on three pillars with efforts covering a series of key areas.



Recovery phases may go through cycles based on the trajectory of COVID cases

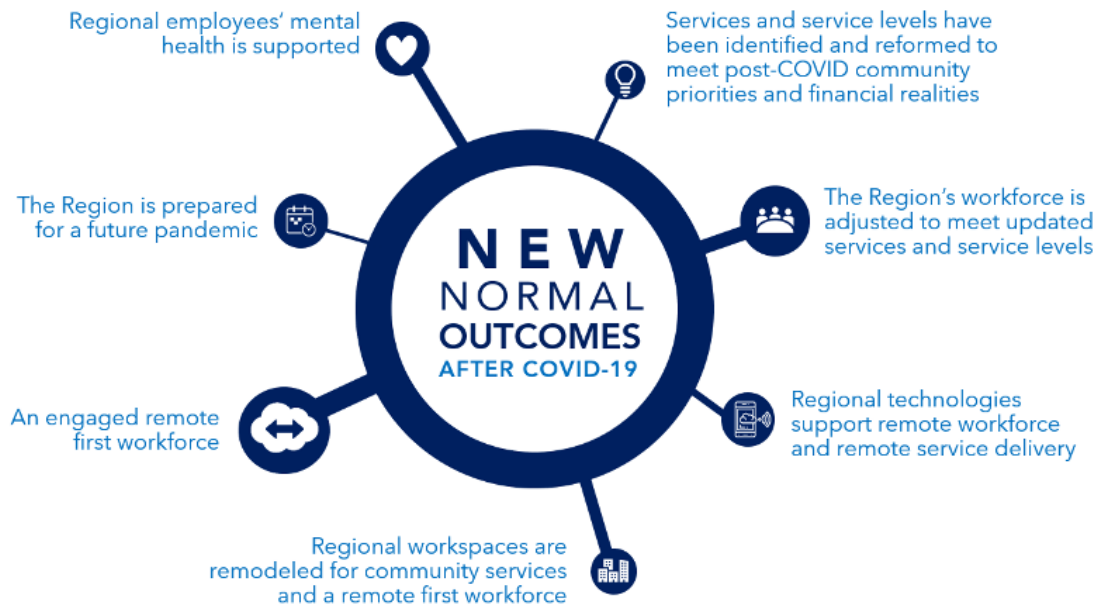


Recovery efforts must consider the different circumstances of services

D&R Utilizes a Phased Approach

The short-term phase has recently been completed and the Task Force is presently focused on the planning details and strategic decisions for the mid-term phase.

This, of course, is being balanced along with the status of our ongoing COVID-19 response efforts.



The New Normal

The D&R Plan is outcome based.



Additional Resources

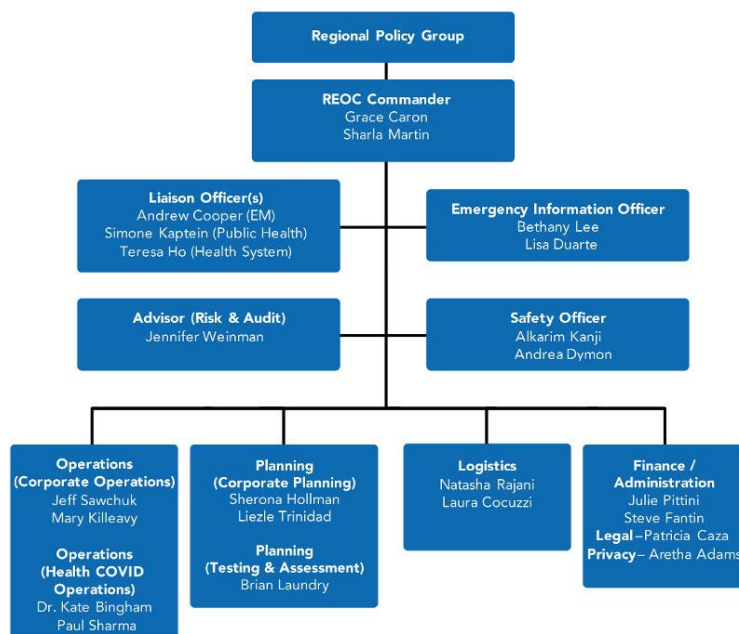
See below for additional details and resources related to Demobilization and Recovery:

- [June 25 Council Update on Region of Peel COVID-19 Demobilization and Recovery Plan and Appendix](#)
- [Short-term implementation summary](#)
- [Mid-term plan and status update](#)
- [Working at Regional worksites](#)

D&R portal for Regional employees

IMS Roles and Responsibilities

The Incident Management System (IMS) provides the structure of the REOC. The Command forms the core of the REOC and is supported by General Staff groups and other areas of the Region as required. Staff are rotated through positions at regular intervals.



Command

REOC Commander

Responsibilities: Overall management of the REOC, makes executive decisions, provides strategic guidance, information and resource management.

Emergency Information Officer (EIO)

Responsibilities: Develops and releases approved emergency information to the public, once approved by the Command.

Liaison Officer (LO)

Responsibilities: Primary contact for assisting stakeholders. Informs and advises on issues related to outside assistance and support, including stakeholder needs.

Public Health Liaison Response Activities

Isolation and Recovery Housing Programs

Health System Liaison Response Activities

Safety Officer (SO)

Responsibilities: Monitors safety conditions and develops safety measures to ensure health and safety of Regional staff and volunteer responders. Has the authority to suspend Regional response if it endangers the well-being of responders.

General Staff

These staff report to the Command and are activated as required by the IMS.

Operations Section Chief (OSC)

Responsibilities: Co-ordinates operational activities between the Command and General Staff. Assists with developing and implementing the Incident Action Plan (IAP) and organizing, assigning, and supervising resources to enact operational tasks.

Corporate Operations: Responsible for addressing corporate operational needs, maintaining Corporate workforce policies, assessing priority service areas, ensuring suitable measures are in place to support workforce mental wellbeing and safety, identifying redeployment needs and supporting the REOC Commander.

10 Principles for redeployment

Health COVID Operations: Responsible for overseeing Public Health operations related to case and contact management, developing health sector supports and guidance, implementation of Federal, Provincial and Local health regulations and providing COVID specific situational awareness to the REOC.

Planning Section Chief (PSC)

Responsibilities: Develops the IAPs. Primary focus is to maintain situational awareness and predict future hazards, risks, and the future course of events.

Corporate Planning: Responsible for the development of supporting corporate plans and efforts, such as redeployment plans. Also supports the Demobilization and Recovery Task Force with coordinated planning and implementation of recovery efforts. Maintains situational awareness related to departmental needs and issues and supports the REOC Commander.

Testing and Assessment: Responsible for the development of plans specifically related to COVID Testing and Assessment

efforts with the coordination and support of the REOC. Represents the Region on Ontario Health tables related to testing and assessment efforts and provides situational awareness information on the status of externally coordinated testing and assessment efforts within the Region of Peel.

Logistics Section Chief (LSC)

Responsibilities: Provides facilities, services, resources, and materials in support of the incident. Participates in development of the IAPs.

Finance and Administration Section Chief (FSC)

Responsibilities: Provides financial and administrative support, including all business processes, cost analysis, financial and administrative aspects, and ensures compliance with Regional policies and procedures.

Day-to-Day Operations

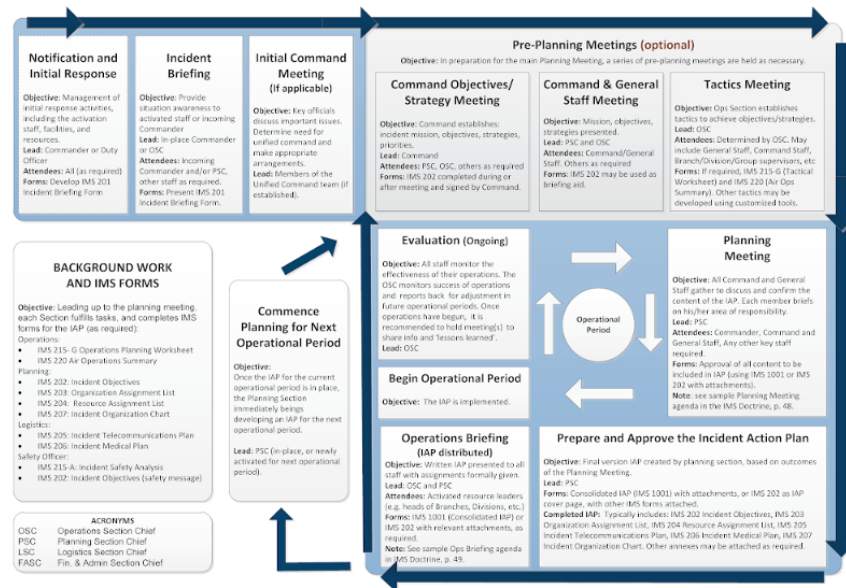
The REOC has wide ranging objectives that help keep the Region operating and delivering critical services, while supporting citizens and staff.

There are several tools and documents that assist with meeting these objectives by providing current service levels or supplementary information to better monitor the Region's operations and response.

Remote First

At this point in time, the REOC will remain virtual due to the nature and magnitude of the COVID-19 pandemic.

IMS Planning Cycle – General

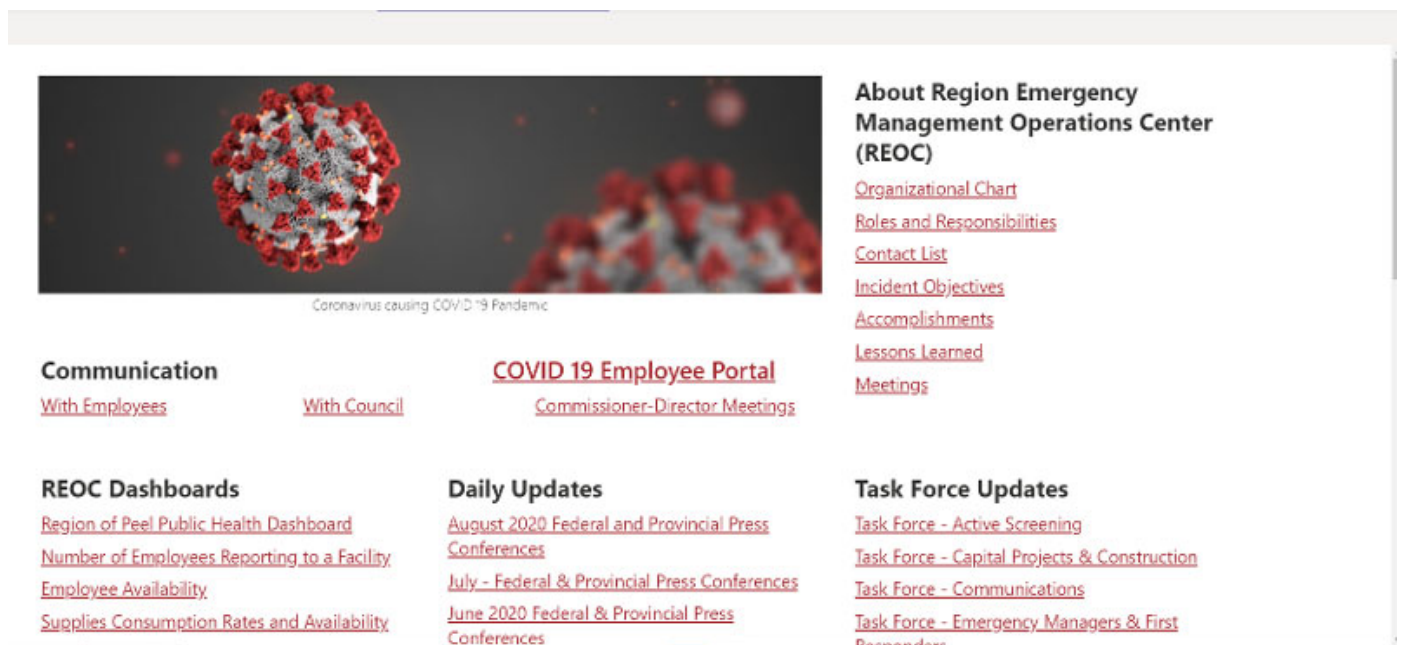


Emergency Management Approach

The Region of Peel's approach to emergency management uses the Incident Management System (IMS) model.

The IMS utilizes management by objectives and provides consistent focus on three main priorities:

1. Protection of life including responders
2. Protection of property and critical infrastructure
3. Protection of the environment

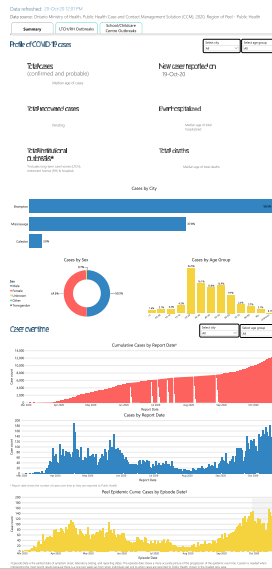


Consolidated Team Communications

The REOC Command and General Staff SharePoint site is a dedicated website that houses key documents including:

- REOC minutes
- Policy Group minutes
- Task Force summaries list
- Item tracking document

The site provides a centralised area for document collaboration and storage accessible on-site or remotely.



Microsoft Power BI

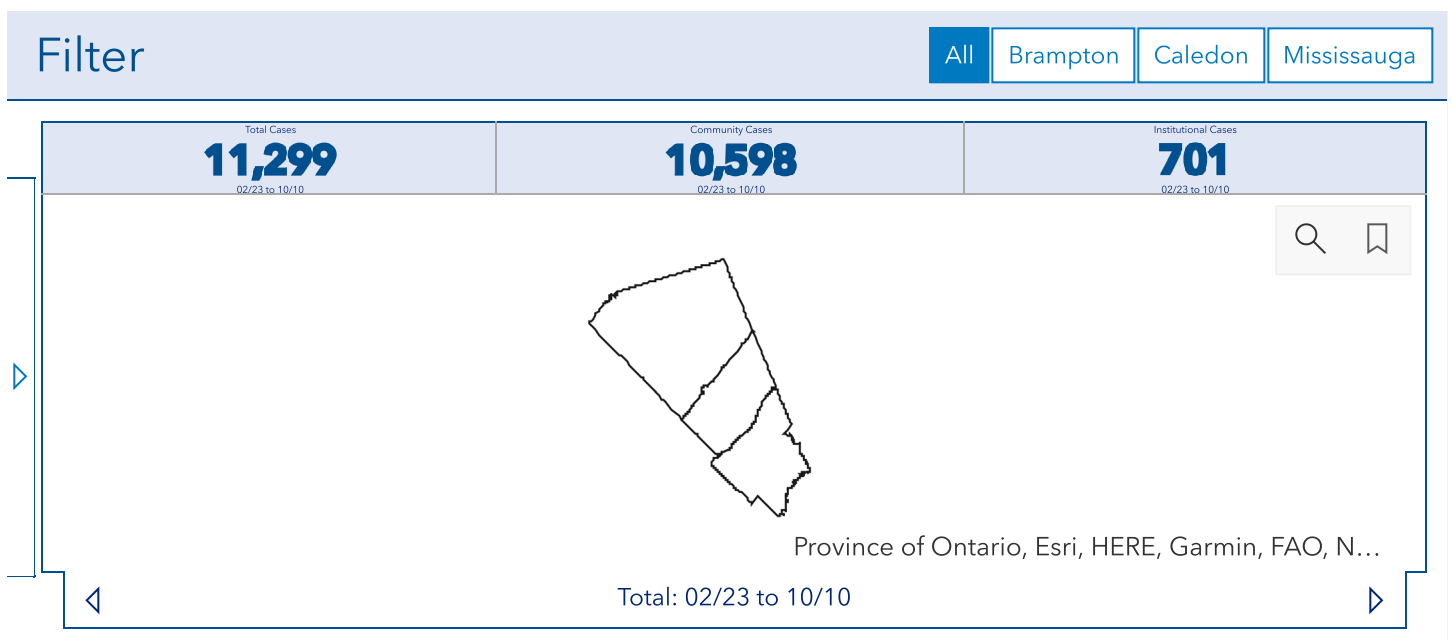
< 1 of 3 >

Daily Case Counts

Daily COVID-19 case counts are made available to the public [through a dashboard](#) maintained by Public Health.

The live dashboard can be used on the right.

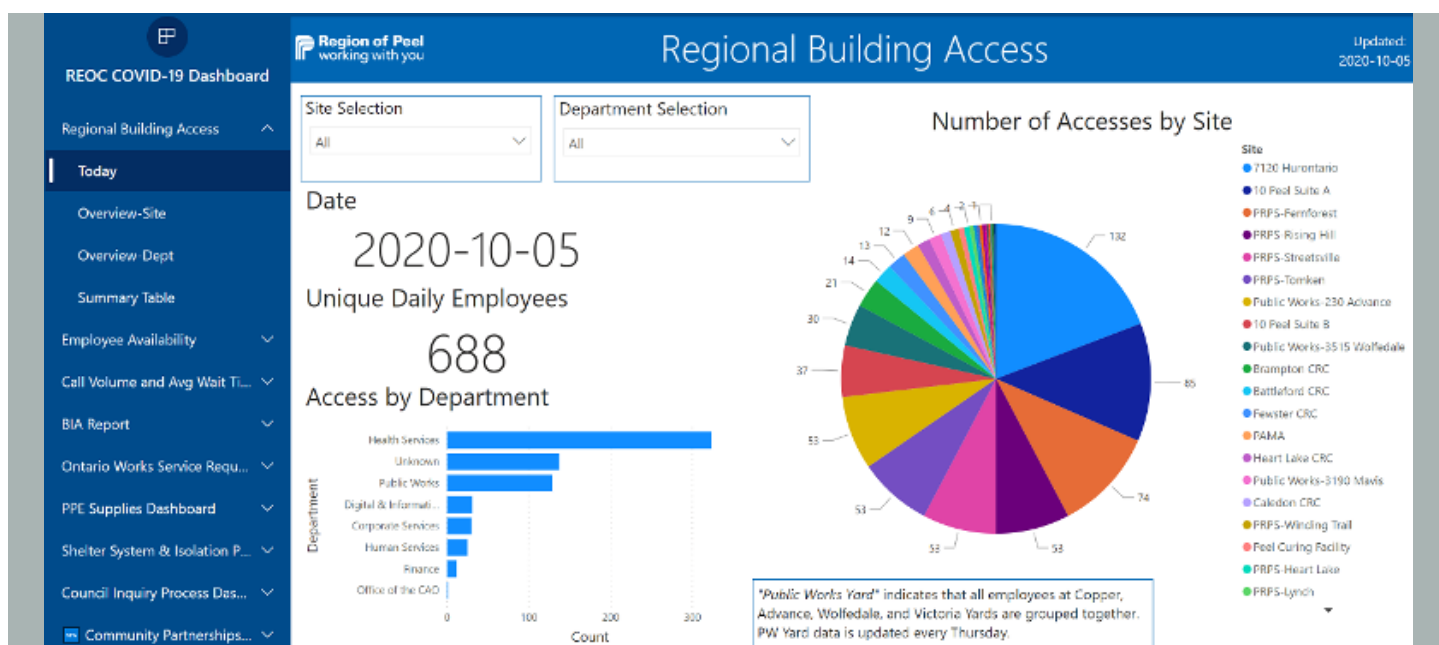
Ongoing and past outbreaks at long term care homes, retirement homes, schools, and child care centres are also available.



Local COVID-19 Case Mapping

COVID-19 cases are mapped by Public Health on a bi-weekly basis, providing a neighbourhood level incident rate.

The live dashboard can be used on the right.



Status and Workloads of Regional Services

The REOC COVID-19 Dashboard provides quick information on:

- Number of employees reporting to a facility
- Employee availability
- Supplies consumption rates and availability
- Call Centre volume and average wait times
- Ontario Works service desk
- Regional Clerks inquiries
- Shelter system & isolation program
- Emergency child care dashboard

Data is updated daily or weekly depending on operational requirements.

A screenshot of the dashboard is on the right.

Partners

The REOC has partnered with numerous community agencies.



Community Response Table

Supporting community agencies to respond to the needs of Peel's most vulnerable residents during COVID-19

The Region has formed a COVID-19 Regional Community Response Table (CRT) and is collaborating with local community partners, agencies and the not-for-profit sector.

COVID-19 social services funding

 COVID-19 Virtual Assistant

Community Response Table

The Community Response Table (CRT) was formed to support small community groups, such as food banks, outreach services, and immigration supports. The CRT has expanded to include large and small groups to support community relations.

These groups were supported with messaging, IPAC guidance, and in some cases received PPE for their operations.

The CRT is led by the Region with the support of the local municipalities.

Quick Links

Please visit the [REOC SharePoint site](#) to see the latest news and

updates from the REOC.

Portals

COVID-19 staff portal

COVID-19 public portal

D&R portal for Regional employees

Plans and Updates

- [Demobilization and Recovery \(D&R\) Plan](#)
- [Council Update on Region of Peel COVID-19 Demobilization and Recovery Plan and Appendix](#)
- [Short-term implementation summary](#)
- [Mid-term plan and status update](#)
- [Working at Regional worksites](#)
- [Isolation and recovery housing programs](#)
- [Health system liaison response activities](#)
- [10 Principles for redeployment](#)

Dashboards

- [Daily COVID-19 case counts](#)
- [REOC COVID-19 dashboard](#)
- [COVID-19 neighbourhood mapping dashboard](#)
- [Number of employees reporting to a facility](#)
- [Employee availability](#)
- [Supplies consumption rates and availability](#)
- [Call Centre volume and average wait times](#)
- [Ontario Works service desk](#)
- [Regional Clerks inquiries](#)
- [Shelter system & isolation program](#)
- [Emergency child care dashboard](#)

Task Forces

- [Demobilization & Recovery Task Force](#)
- [Community Response Table](#)
- [Task Force Census](#)

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