



L.A. Care  
HEALTH PLAN®

For All of L.A.

# TTECAC Meeting Presentations

December 13, 2023



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IN LOS ANGELES COUNTY  
SINCE 1997



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# L.A. Care Health Equity: Brief 6 Month Progress Report and Update



Temporary Transitional Executive Community Advisory Committee

Alex Li, MD

December 13, 2023



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# Sample Key Accomplishments

- Organized and co-chairing the California Local Health Plans' Chief Health Equity Officer meetings
- Recognized and invited by National Academy of Science, Engineering and Medicine to participate in the Health Equity Roundtable
- Co-lead our Equity Practice Transformation Initiative (134 practices signed up with L.A. Care) that potentially impacts around 1.5 million Medi-Cal members
- Led L.A. Care's (NCQA) Health Equity Accreditation effort
- Working closely with a coalition on how we can reduce the burden of medical debt for Los Angeles County residents
- Working closely with LAUSD on vaccine catch up and improving health and wellness for school age children and youth



# Health Equity Zone 1: Address Key Health Disparities.

*Close racial and ethnic gaps in health outcomes among members*  
 (Percentage of People with Diabetes Control)

	American Indian and Alaska Native Hispanic or Latino (n=150)	American Indian and Alaska Native (N=173)	Asian (N=8,142)	Black or African American (8,969)	Native Hawaiian and Other Pacific Islander (N=166)	Hispanic or Latino (N=43,483)	White (N=8,105)
<b>MCLA</b>	54%	34.7%	60.7%	40.6%	30.1%	42.8%	45.6%
<b>LACC</b>	N/A	N/A	63.6%	44.4%	65%	50.7%	49.5%
<b>Medicare CMC/DSNP</b>	50%	N/A	75.2%	57.1%	N/A	55.7%	57.5%



# Timeliness of Prenatal Care

	<b>Asian (N=611)</b>	<b>Black or African American (1,367)</b>	<b>Hispanic or Latino (N=8,257)</b>	<b>White (N=1,246)</b>
<b>MCLA</b>	60.7%	40.6%	42.8%	45.6%
<b>LACC</b>	63.6%	44.4%	50.7%	49.5%

-No data were shown for American Indian and Native Alaskan and Native Hawaiian and Pacific Islander as the denominator was <30.

-No data were shown for CMC/DSNP line of business.



# Postpartum Care

	Asian (N=611)	Black or African American (1,367)	Hispanic or Latino (N=8,257)	White (N=1,246)
<b>MCLA</b>	67.1%	53.8%	67.6%	60.1%
<b>LACC</b>	49%	44.4%	66%	68.3%

-No data were shown for American Indian and Native Alaskan and Native Hawaiian and Pacific Islander as the denominator was <30.

-No data were shown for CMC/DSNP line of business.



# Healthy Equity Zone 2: Lead Change.

*Provide leadership and be an ally for community partners  
(Focus on L.A. County and Its Children and Youth)*

- Addressing children/youth health and social service needs together.
- Bringing together key stakeholders together.
- Addressing children and youths with special needs.



- 60+ Attendees
  - Academics
  - Community Based Organizations
  - County department representatives
    - DCFS, DHS, DMH, DPH and Sheriff
  - Funders
  - Payors
  - People with Lived Experiences
  - Providers
  - Public Safety Representatives
  - School Representatives

# Focus on L.A. County and Its Children

- \* **Building Resilience in Schools:** Address safety concerns related to firearms, anxiety created by gun violence, pandemics etc.
- **Addressing Post-Pandemic Vaccine Misinformation and Vaccine Catch Up**
- **Child Welfare Gaps:** Explore greater clinical coordination between primary care providers, behavioral health specialist, Department of Children and Family Services and optimize CalAIM youth and foster care resources
- **Rethinking the Pediatric Medical Home and Transition to Adult Systems of Care**



# Building Resilience in Schools

## Where are we now:

- Period of grief, trauma and burnout- e.g. coming out of pandemic, lots of caregiver stress, not knowing what is going to happen in the future.
- Time of regression: rising behavioral health issues and students falling behind academically and decline of social skills
- Rising crisis; Pre (kids feeling hopeless; other social determinants like housing and food insecurity) and in crisis students e.g. ER's getting overwhelmed with suicide attempts; Learning how to work in a system and in a post-pandemic environment.
- Inadequate support e.g for parent and children/ and youth with neurodevelopmental issues;
- Systems are under-resourced: Insufficient to meet the needs of what folks are seeing in communities and on the ground.

## Next Steps

- Develop and draft issues summary briefs for each theme around Jan 2024.
- Meet and further develop the recommendations
  - Create position papers for each theme by June 2024
- Share with key stakeholders and ask stakeholders to share with their respective organizations
- Meet with L.A County officials/board offices, departments school districts etc.
- Follow up with the same group in 1 year

# Health Equity Zone 3: Move Towards Equitable Care.

*Ensure that our members have access to care and services that are free of bias and that our providers are supported in delivering equitable, culturally tailored care.*

## Lynwood Social Needs Resources

### Food

- **5 Breads 2 Fish:** Serves families free groceries at a different location in L.A. at 1 PM for every day of the week
- **Downey Food Help:** Does free food distributions every Saturday from 9 AM – 12 PM at 10909 New Street, Downey, CA 90241
- **Lynwood Food Pantries:** Offers free food at certain times and days of the week; list is in QR code



[5 Breads 2 Fish](#)



[Downey Food Help](#)



[Lynwood Food Pantry List](#)

### Transportation

- **Metro GoPass:** All students in the Lynwood Unified School District can ride Metro buses and trains for free with [GoPass](#) after contacting their school
- **Low Income Fare is Easy (LIFE) Program:** Offers free rides and discounted Metro and transit agency fares for qualifying LA County residents
- **Lyft Up Initiative:** Provides free or discounted rides for grocery and job access in LA



[Metro GoPass Lookup](#)



[Lyft Grocery Access](#)




[Lyft Jobs Access](#)



[LIFE Program](#)

### Maternal Health

- **CinnaMoms:** Hosts virtual support circles to support women who breastfeed
- **Love of a Little One (LLO):** Offers pro-bono services to BIPOC & LGBTQ+ families that need them
- **L.A. Care Healthy Mom Program (HMP):** Provides support for new moms to get the postpartum care that they need 



[CinnaMoms](#)



[LLO](#)



[HMP](#)



Health *Equity*

**Health Equity Zone 4: Embrace Diversity, Equity, and Inclusion.  
*Serve as a model in supporting an equitable and inclusive work environment, as reflected in our workforce and business practices.***



**Health *Equity***

## **Health Equity Impact Assessment Tool**

**Directions:** One of the key aims of our health equity efforts is for us to think thoughtfully about how we structure our programs at L.A. Care with the goal to improve access to services in a more equitable way (Please see: Health Equity Zone 4 in the 2023-25 L.A. Care Health Equity and Disparities Mitigation Plan).

This Health Equity Impact Assessment Tool seeks to help us as an organization assess the effects of your project or program on our members and providers. Please answer the following questions to assess your project and impact on health equity.



# Health Equity Zone 4



## **Involve Community Members Impacted or Solicit Input from Key Informants**

-Have you sought feedback or input from community members or key informants during your planning?

[Please list those community (non-L.A. Care) members or key informants that you have consulted]

## **Identifying Disparities or Inequities**

-Has your team found evidence of disparities or inequities while reviewing or planning for the project?

[Please provide disparities evidence]



# (Many) Next Steps over the next 3-6 months

- Achieve NCQA Health Equity Accreditation
- Continue to collaborate with community partners that align with L.A. Care's mission and 2023-25 Health Equity and Disparities Mitigation Plan
- Apply a “health equity lens” with L.A Care data (stratify race/ethnicity, gender, and geographic regions) to identify opportunities
- Work on health equity, diversity, equity and inclusion training modules for providers, staff and vendors.





# Additional Notes: Addressing Needs of People with Disability

- Developing a memorandum of understanding with L.A .County's seven regional centers
- Working internally with our key business units on how we can best support homebound individuals during public emergencies e.g. earthquake, wildfires, electrical blackout etc.).
  - Reached out to other health plans on we can best support homebound individuals during time of public emergencies
- Designated community benefit funds to provide grants to practices who need disability friendly medical exam tables.

## Member Voice

- Quality Improvement and Health Equity Committee
- Health Equity Impact Assessment Tool
- LA County Children's Health Disparities Roundtable
- Gun Violence Prevention Program



# Questions?



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# Translation Process

TTECAC  
December 13, 2023



Naoko Yamashita  
Manager, Cultural & Linguistic Services



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## Translation Services

- Translation: **Written** language services (vital documents in threshold languages)
- Interpreting: **Spoken** language services (doctor appointments)

## Vital Documents

Important health plan information about services and benefits.

- Member handbook
- Notice of action letters (authorization of services)
- Letters related to grievances and appeals
- Language assistance notice

# Threshold Languages

Medi-Cal Medicare Plus (D-SNP)	L.A. Care Covered	PASC-SEIU
Spanish Arabic Armenian Chinese Farsi Khmer Korean Russian Tagalog Vietnamese	Spanish Chinese	Spanish Armenian

# Language Assistance Notice

## Language Assistance



### English Tagline

ATTENTION: If you need help in your language call **1.888.839.9909** (TTY: 711). Aids and services for people with disabilities, like documents in braille and large print, are also available. Call **1.888.839.9909** (TTY: 711). These services are free of charge.

### Mensaje en español (Spanish)

ATENCIÓN: si necesita ayuda en su idioma, llame al **1.888.839.9909** (TTY: 711). También ofrecemos asistencia y servicios para personas con discapacidades, como documentos en braille y con letras grandes. Llame al **1.888.839.9909** (TTY: 711). Estos servicios son gratuitos.

### الشعار بالعربية (Arabic)

تُرعى الانتباه: إذا احتجت إلى المساعدة بلغتك، فقم بـ **1.888.839.9909** (TTY: 711). تتوفر أيضًا المساعدات والخدمات للأشخاص ذوي الإعاقة، مثل المستندات المكتوبة بطريقة بريد والخط الكبير. اتصل بـ **1.888.839.9909** (TTY: 711). هذه الخدمات مجانية.

### Հայերեն պիտակ (Armenian)

Ուշադրություն: Եթե Ձեզ օգնություն է հարկավոր Ձեր լեզվով, գանգահարեք **1.888.839.9909** (TTY: 711): Կան նաև օժանդակ վիճակներ ու ծառայություններ հայրենապետություն ունեցող անձանց համար, օրինակ՝ Բրայլի գրատպակով ու խոշորատառ տպագրված նյութեր: Ձևագահարեք **1.888.839.9909** (TTY: 711): Այդ ծառայություններն անվճար են:

### ប្រាសាទកម្ពុជាភាសាខ្មែរ (Cambodian)

ចំណាំ: បើអ្នក ត្រូវ ការជំនួយ ជាភាសា របស់អ្នក សូម ទូរស័ព្ទទៅលេខ **1.888.839.9909** (TTY: 711)។ ជំនួយ និង សេវាកម្ម សម្រាប់ ជនពិការ ដូចជាជនសាសនាជាអក្សរធំ សម្រាប់ជនពិការភ្នែក ឬជនសាសនាជាអក្សរពង្ស ក៏អាចរកបានផងដែរ។ ទូរស័ព្ទទៅលេខ **1.888.839.9909** (TTY: 711)។ សេវាកម្មទាំងនេះមិនគិតថ្លៃឡើយ។

### 简体中文标语 (Chinese)

请注意：如果您需要以您的母语提供帮助，请致电 **1.888.839.9909** (TTY: 711)。另外还提供针对残疾人士的帮助和服务，例如盲文和需要较大字体阅读，也是方便取用的。请致电 **1.888.839.9909** (TTY: 711)。这些服务都是免费的。

### فارسی زبان به مطلب (Farsi)

توجه: اگر می‌خواهید به زبان خود کمک دریافت کنید، با **1.888.839.9909** (TTY: 711) تماس بگیرید. کمک‌ها و خدمات مخصوص افراد دارای معلولیت، مانند نسخه‌های خط بزرگ و چاپ با حروف بزرگ، نیز موجود است. با **1.888.839.9909** (TTY: 711) تماس بگیرید. این خدمات رایگان ارائه می‌شوند.

### हंदी टैगलाइन (Hindi)

ध्यान दें: अगर आपको अपनी भाषा में सहायता की आवश्यकता है तो **1.888.839.9909** (TTY: 711) पर कॉल करें। अशक्तता वाले लोगों के लिए सहायता और सेवाएं, जैसे बड़े और बड़े फॉन्ट में भी दस्तावेज़ उपलब्ध हैं। **1.888.839.9909** (TTY: 711) पर कॉल करें। ये सेवाएं नि: शुल्क हैं।

## Language Assistance



### Nqe Lus Hmoob Cob (Hmong)

CEEB TOOM: Yog koj xav tau kev pab txhais koj hom lus hu rau **1.888.839.9909** (TTY: 711). Muaj cov kev pab txhawb thiab kev pab cuam rau cov neeg xiam oob qhab, xws li puav leej muaj ua cov ntawv su thiab luam tawm ua tus ntawv loj. Hu rau **1.888.839.9909** (TTY: 711). Cov kev pab cuam no yog pab dawb xwb.

### 日本語表記 (Japanese)

注意日本語での対応が必要な場合は **1.888.839.9909** (TTY: 711) へお電話ください。点字の資料や文字の拡大表示など、障がいをお持ちの方のためのサービスも用意しています。 **1.888.839.9909** (TTY: 711) へお電話ください。これらのサービスは無料で提供しています。

### 한국어 태그라인 (Korean)

유의사항: 귀하의 언어로 도움을 받고 싶으시면 **1.888.839.9909** (TTY: 711) 번으로 문의하십시오. 점자나 큰 활자로 된 문서와 같이 장애가 있는 분들을 위한 도움과 서비스도 이용 가능합니다. **1.888.839.9909** (TTY: 711) 번으로 문의하십시오. 이러한 서비스는 무료로 제공됩니다.

### ແທກໂລພາສາລາວ (Laotian)

ປະກາດ: ຖ້າທ່ານຕ້ອງການຄວາມຊ່ວຍເຫຼືອໃນພາສາຂອງທ່ານໃຫ້ໄທຫາລູ **1.888.839.9909** (TTY: 711). ຍັງມີ ຄວາມຊ່ວຍເຫຼືອແລະການບໍລິການສຳລັບຄົນທີ່ມີການ ດຳເນີນການສາມາດເປັນອັນສອບຽນແລະມາດຕະໂນມາດໃຫ້ ໃຫ້ໄທ ຫາລູ **1.888.839.9909** (TTY: 711). ການບໍລິການເຫຼົ່ານີ້ຕ້ອງສອບຽນໃຊ້ຈ່າຍໂດງ.

### Mien Tagline (Mien)

LONGC HNYOUV JANGX LONGX OC: Beiv taux meih qiex longc mienh tengx faan benx meih nyei waac nor douc waac daaih lorx taux **1.888.839.9909** (TTY: 711). Liouh lorx jauvlouc tengx aengx caux nzie gong bun taux ninh mbuo wuaaif fangx mienh, beiv taux longc benx nzangc-poke bun hluo mbiutic aengx caux aamz mborgv benx domh sou se mbenc nzoih bun longc. Douc waac daaih lorx **1.888.839.9909** (TTY: 711). Naav deix nzie weih gong-bou jauv-louc se benx wang-hen tengx mv zuqc cuotv nyaan oc.

### ਪੰਜਾਬੀ ਟੈਗਲਾਈਨ (Panjabi)

ਧਿਆਨ ਦਿਓ: ਜੇ ਤੁਹਾਨੂੰ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿੱਚ ਮਦਦ ਦੀ ਲੋੜ ਹੈ ਤਾਂ ਕਾਲ ਕਰੋ **1.888.839.9909** (TTY: 711). ਅਪਾਰਨ ਲੋਕਾਂ ਲਈ ਸਹਾਇਤਾ ਅਤੇ ਸੇਵਾਵਾਂ, ਜਿਵੇਂ ਕਿ ਵੱਡੇ ਅਤੇ ਮੋਟੀ ਛਪਾਈ ਵਿੱਚ ਦਸਤਾਵੇਜ਼, ਵੀ ਉਪਲਬਧ ਹਨ। ਕਾਲ ਕਰੋ **1.888.839.9909** (TTY: 711)। ਇਹ ਸੇਵਾਵਾਂ ਮੁਫਤ ਹਨ।

### Русский слоган (Russian)

ВНИМАНИЕ! Если вам нужна помощь на вашем родном языке, звоните по номеру **1.888.839.9909** (TTY: 711). Также предоставляются средства и услуги для людей с ограниченными возможностями, например документы крупным шрифтом или шрифтом Брайля. Звоните по номеру **1.888.839.9909** (TTY: 711). Такие услуги предоставляются бесплатно.



# Member Services

Call L.A. Care's Member Services:

- For any questions about your coverage, services and benefits
- Request a vital document in your threshold language
- Update your language preference



# Translation Vendors

Translation vendors were vetted and selected through the Request for Proposal (RFP) process:

- Ability to support threshold languages
- Quality assurance process (recruiting, screening, monitoring)
- Experience in health care translations

# Qualifications of Translators

Translation vendors screen and monitor translators' qualifications and performance.

- Ability to read, write and understand English and the other language
- Ability to translate effectively, accurately and impartially to and from English and the other language
- Knowledge of the US healthcare system, terminology and concept in English and the other language

# Quality Assurance Process

## ➤ Translation Process

- Three steps: Translation, editing and proofreading
  - At least two qualified translators
  - Non-linguistic QA by project manager

## ➤ Translation Tools

- Style Guide
- Glossary
- Translation Memory

## ➤ Quality Assurance Tools

- Checklist
- Attestation

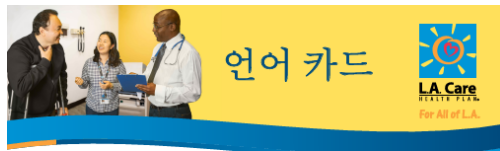
# Performance Monitoring

- Monthly performance reports
  - Translation Quality
  - On-Time Delivery
  - Administrative Matters
  
- Quarterly joint operation meetings



# Member Resources

- “I-Speak” language card (in 18 languages, including ASL)
- “Know Your Rights” video (in 14 languages, including ASL)
- Language brochure (in 14 languages)



### 언어 카드는 무엇입니까?

아래의 언어 카드는 귀하의 의사에게 귀하가 사용하는 언어를 알려주는 것입니다. 이 카드는 또한 귀하가 전문 통역사를 요청하는 것도 도와드립니다. L.A. Care 가입자로서 귀하는 훈련받은 통역사를 무료로 이용할 권리가 있습니다.

### 나에게 자격을 갖춘 통역사가 필요한 이유는 무엇입니까?

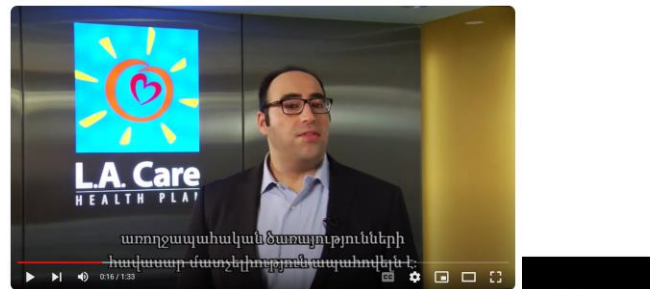
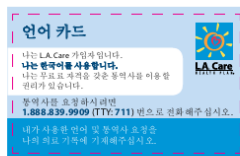
전문 통역사는 훈련받은 전문가입니다. 통역사들은 의료 용어를 알고 있습니다. 통역사들은 귀하와 귀하의 의사 사이에 나누는 이야기를 통역합니다. 통역사들은 또한 귀하의 의사와 나눈 대화의 비밀을 유지합니다. 친구, 가족 또는 자녀를 통역사로 이용해서는 안 됩니다.

### 통역사는 어떻게 요청할 수 있습니까?

- 이래의 카드를 잘라내십시오. 자른 카드를 귀하의 건강 플랜 ID 카드와 함께 보관하십시오.
- 귀하의 언어 카드에 기재된 전화번호로 전화하십시오. 날짜, 시간 및 주소와 같은 귀하의 다음 약속에 대한 정보를 제공하십시오.
- 의사의 진료소에 귀하가 방문하리 할 때 두 가지 카드를 모두 제시하십시오. 그들은 귀하가 사용하는 언어와 귀하에게 통역사가 필요하다는 사실을 기록할 것입니다.

### 언제 통역사를 요청합니까?

- 귀하의 의사 방문 이전 적어도 방문일 10일 전에 L.A. Care에 전화하십시오. 각 의사 방문 때마다 통역사를 요청하십시오. 귀하의 약속 날짜를 변경 또는 취소한 경우 L.A. Care에 전화하십시오.



Part 2 - Rights & Responsibilities (Armenian)



Rights & Responsibilities





# Questions?



# Thank you!





**L.A. Care**  
HEALTH PLAN®

**For All of L.A.**

# *Emergency Procedure & Evacuation Drill*

December 13, 2023

*Safety & Security Program Manager  
Rudy Martinez II*

# Agenda Points

- 1055 Building Emergency Action Plan (EAP)
- Evacuation Plan
  - Safe Refuge Area
- Evacuation Drill



# Emergency Action Plan (EAP)

- At L.A. Care our number one priority is your safety.
- We have developed an EAP for ECAC Meetings to have a process & procedure in place during an emergency.
- The EAP calls for the activation of duties performed by the Community Outreach and Engagement & LA Care Safety & Security.
- We'll be taking some time to review these procedures.



# Medical Emergency



- If there is a Medical Emergency observed
- The staff is to get the victim's name & information and immediately call the Paramedics at 911.
- Provide the victim's general condition and any supporting medical information.
  1. A staff member will go to front entrance to meet the responding Paramedics and directing them to the victim's location.
  2. Members/guests will be removed from the area.
  3. Do not move the injured or ill employee or guest who has fallen or who appears to be in pain unless he or she is in danger of further injury.
  4. A staff member will retrieve the AED and First Aid medical bag.





# Fire Emergency



- If a Fire emergency is observed.
- **LIFE SAFETY:** If fire or smoke, **REMOVE** anyone from immediate danger.
- **CONFINE:** the fire or smoke by closing doors (but do not lock them) as you leave the area.
- **NOTIFY** the Fire Department by dialing 911
  1. Remain calm and stay low to the ground.
  2. Immediately begin to **EVACUATION** to the safest exit
  3. Give assistance to those who are slower moving or individuals that may need assistance.
  4. Follow the direction of the L.A. Care staff - Community Outreach and Engagement & LA Care Safety & Security
  5. Do not return to the Building until authorized by the Fire Department.
  6. Check and/or report any injuries.





# Earthquake Procedure

- If there is an Earthquake at the building
- **REMAIN CALM** - Do not panic, and do not attempt to go outside. Protect yourself and direct fellow guests to do the same.
- **ACT QUICKLY** - Move away from windows, temporary walls or partitions, and/or freestanding objects such as filing cabinets, shelves, hanging objects, etc.
  - **\*DUCK** - Duck or drop down to the floor.
  - **\*COVER** - Take cover under a sturdy desk, table or other furniture. If that is not possible, seek cover against an interior wall and protect your head and neck with your arms.
  - **\*HOLD** - if you take cover under a sturdy piece of furniture, hold on to it and be prepared to move with it.
  - **STAY PUT** - Hold this position until the ground and/or building stops shaking and it is safe to move. **Stay inside; do not attempt to exit the Building during the shaking**





## Earthquake Procedure cont.

- After an Earthquake at the Building
- CHECK THE DAMAGE - Carefully inspect the area for damage and potentially dangerous situations, plan for AFTER SHOCKS.
- LIMIT TELEPHONE USE - Leave telephone lines clear for emergency communications only. L.A. Care staff will be tasked with keeping you informed of news & updates.
- CHECK FOR INJURED PERSONS
- L.A. Care will determine if an evacuation is necessary.
  - Follow instructions given by emergency personnel.
  - Walk, DO NOT RUN and DO NOT push or crowd.
  - Move to the designated evacuation area unless otherwise instructed.
  - Assist non-ambulatory, visually impaired and hearing impaired persons if present.



# Shelter-In-Place



"Shelter-in-place" means selecting an interior room or rooms within the Building, with no or few windows and taking refuge inside.

- In many cases, local authorities will issue advice to shelter-in-place via TV or radio.
1. Close all doors to the Conference room.
  2. ECAC members and visitors, for your safety will be asked to stay - not leave. When authorities provide directions to shelter-in-place, they want everyone to take those steps immediately.
  3. Unless there is an imminent threat, we ask that you call your emergency contact to let them know where you are and that they are safe.
  4. If you are told there is danger of explosion, stay away from the windows.
  5. Cellular telephone equipment may be overwhelmed or damaged during an emergency.



# Active Shooter

***RUN, HIDE, FIGHT***



*Surviving An Active Shooter*

## Know how to survive!

In an Active Shooter situation, choose the **best** action based on how close you are to the shooter.



### Run

Escape quickly. Leave belongings behind. Help others if you can. Alert others to stay away.



### Hide

Lock and barricade doors. Silence phones. Keep silent. Cover windows.



### Fight

As a last resort, do what it takes to stay alive. Work together. Be aggressive.

Call **911** when it is safe for you to do so.

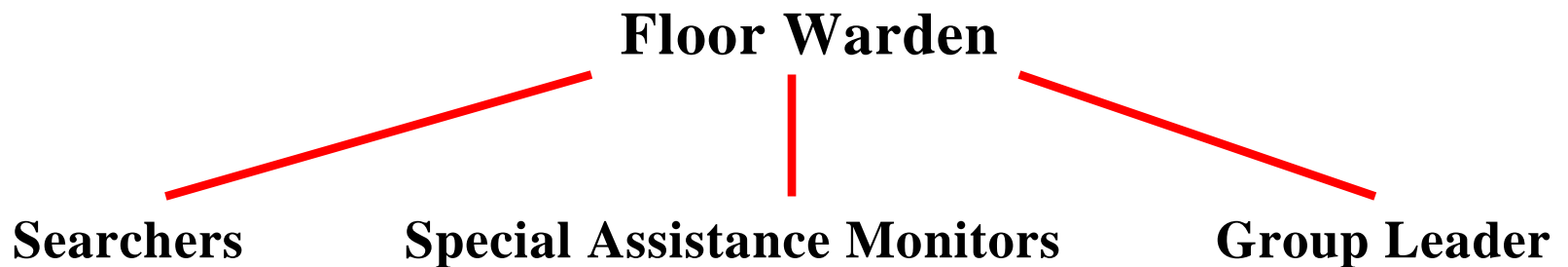
American Red Cross  
**Ready Rating**



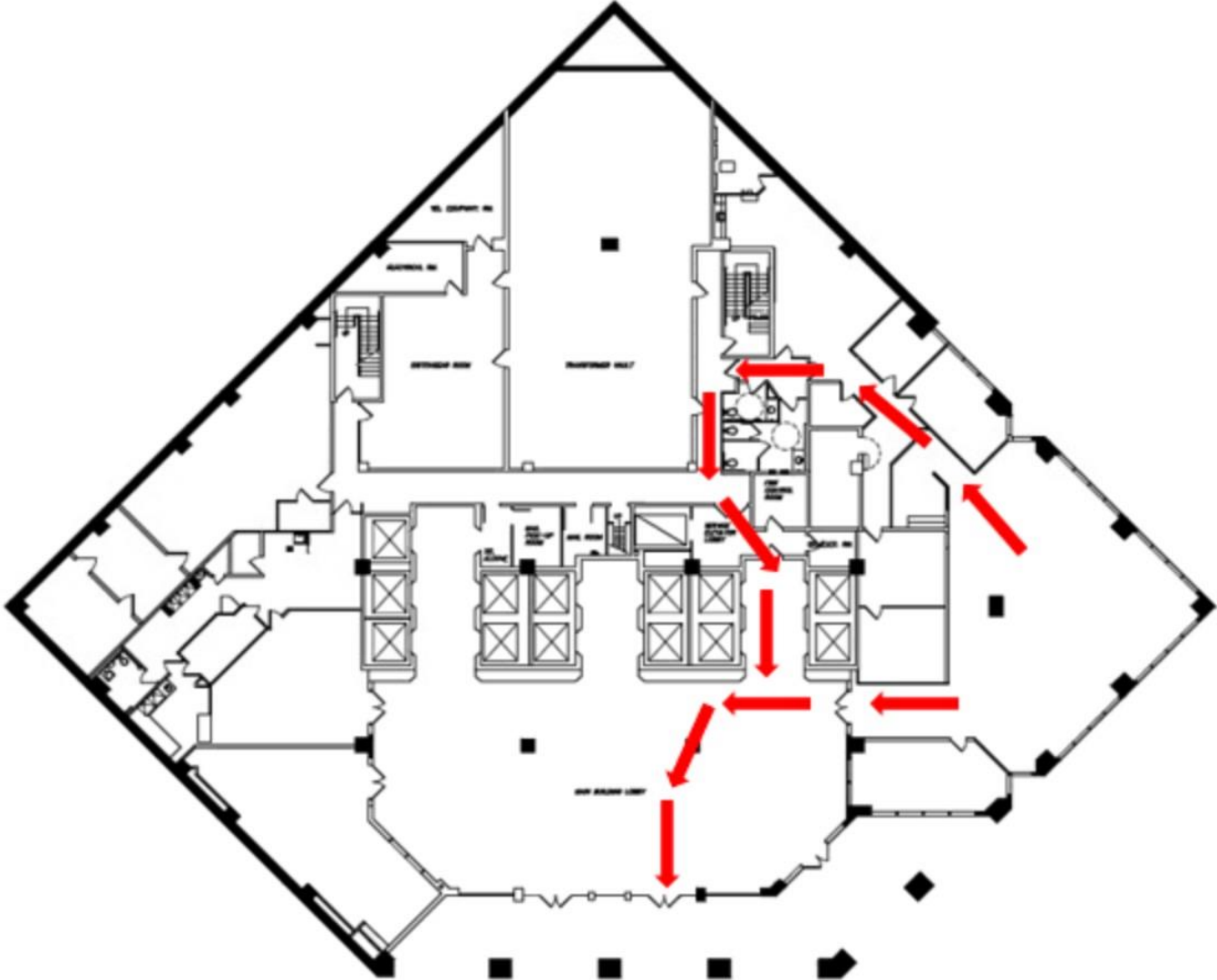
# General Evacuation Procedure



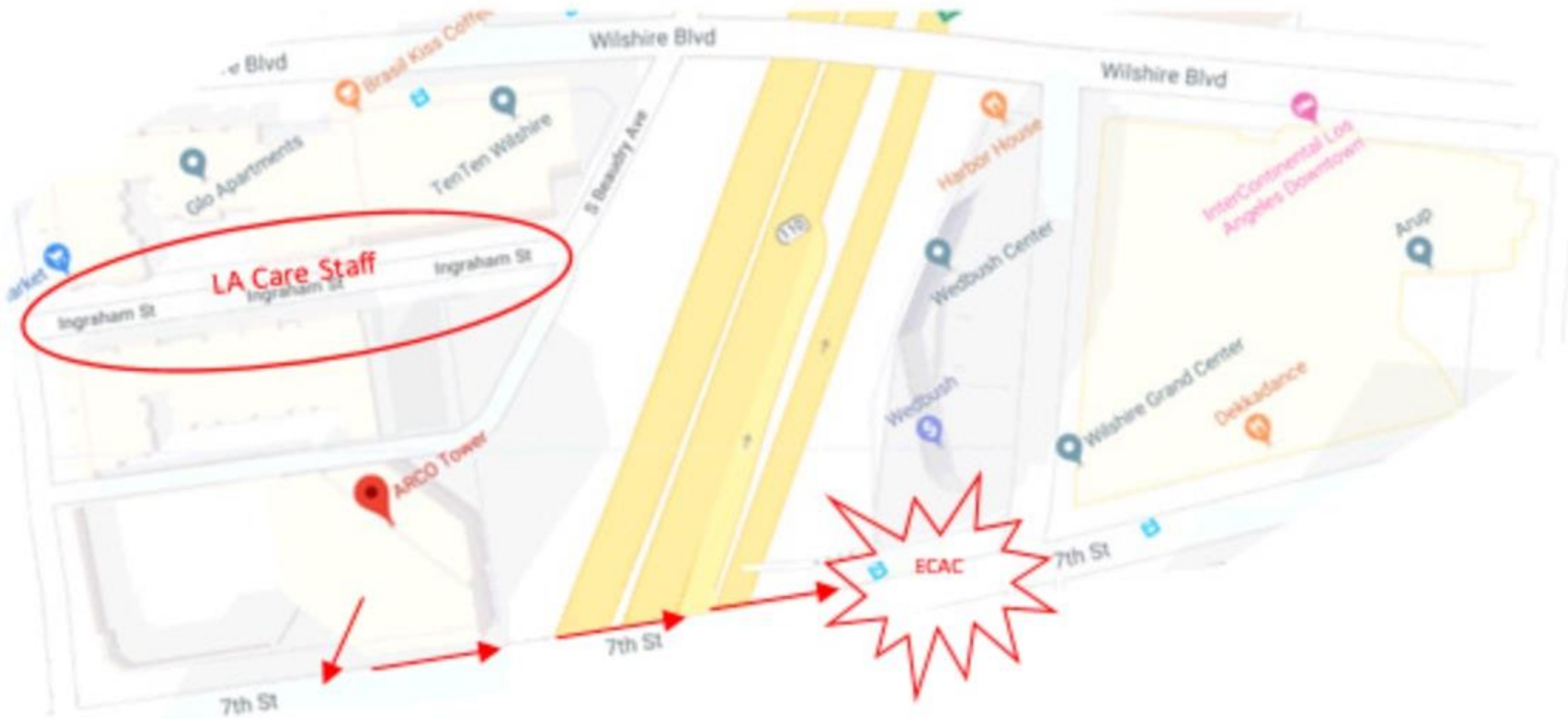
- Upon hearing a fire alarm, discovery of fire or smoke and/or given instructions to evacuate. You are to relocate to the safe refuge area, which is the designated safe refuge area with a distance of 300 ft. or more.
- Each Community Outreach and Engagement staff member and L.A. Care Safety & Security staff have an assigned duty and role to create the Emergency Response Team (ERT).
- The Team consist of the following roles:



# Safe Refuge Area - 1055 Building



# Safe Refuge Area - 1055 Building





# Evacuation Drill

