

Year Plan

Program Director of EFRT

Ivy Quan

2021–2022

June 16, 2021

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# Introduction

The MSU Emergency First Response Team (EFRT) is a group of 30 McMaster students who are trained as emergency medical responders and serve to provide medical coverage to all individuals located within the McMaster Campus. Working closely with McMaster Security, responders attend various call around campus via bicycle, with an average response time of 3-5 minutes. EFRT was created when its founder, Dr. Eddie Wasser, realized that the time it took for an ambulance to reach an area on the McMaster campus was around 10-20 mins, precious time during a sudden medical emergency. Over the years, EFRT response has drastically changed. When it first started off, EFRT operated in a small closet out of Edwards Hall. Today, EFRT has its own office, located in MUSC 103, as well as packs with working oxygen tanks, automatic external defibrillators, and other medical equipment.

EFRT has upheld our standard of care through our intensive hiring and training process. Our orientation process selects 12 responders from over 150 applicants, making it extremely selective. EFRT training is also rigorous, requiring responders to attend monthly training, certifications, or complete Continuing Medical Education credits to remain on the team. As the next Program Director, I hope to continue maintaining this high standard of care, but also bring the team into a new era. I expect a return to campus at some point in the next year and will work to rethink and rebuild team traditions to better suit our needs.

Since EFRT has been off call since March 2020, I am planning to work closely with my executive team, Medical Director, responders, and EFRT alumnus to maintain a high standard of training while we are operating online to ensure our safe and efficient return whenever possible. This will involve the creation of a COVID-19 protocol to standardize our response to various COVID-19 specific situations such as screening, testing, and other safety measures. Maintaining training will also involve getting newer responders certified to be Emergency Medical Responders which is our standard of care.

This year presents many unique opportunities and challenges. I am excited for the upcoming year and to work with the MSU and other campus partners to build a strong responding team and to keep the campus safe. Outlined below are projects I am passionate about and hope to see fully implemented for not only the EFRT but also to better the safety of campus. I am excited to have the opportunity as the EFRT director to give back to the team and campus and help create a warm learning environment for the current and new members to come.

Best,

Ivy Quan (EFRT Program Director 2021-2022)

# Vision for MSU EFRT

My vision for EFRT this year is largely composed of getting back on our feet and transitioning back to in-person response. Since the pandemic began, many of EFRT’s services and standard operations have been altered, so I will work towards a smooth return of our responders as well as our first aid certification courses. Currently, the responders we hired online last year have been going through EFRT monthly trainings but have not had their emergency medical responder certifications and do not have on-pack experience. Focusing on these newer responders and facilitating their development on the team is one of my biggest priorities. Also, since our team has been off call for slightly over a year, another one of my priorities will be working with my Training Coordinator, Executives, and EFRT Alumnus to reshape responding skills amongst both new and returning responders.

Additionally, looking towards the future, we will likely need to create a COVID-19 response protocol and integrate those protocols within the team through training, as well as advertising our safety measures to the McMaster campus through promotional materials.

Overall, I expect EFRT to return in some capacity within the next year, and I am excited to continue maintaining EFRT’s high standard of care while creating a network of inter-team support.

# Projects/Events

## Continuous Activities

Traditionally, EFRT is a 24/7 service that offers emergency medical care to anyone on campus. We have a team of 30 well-trained volunteers who respond in teams of 3 to a wide variety of situations ranging from soft tissue injuries, musculoskeletal injuries, intoxications, amongst many others. Through this service, we work closely with campus security as they are our dispatch center and attend calls for the safety of our responders. When someone on campus calls our number, security will dispatch a team of responders who will perform a medical assessment and any needed treatments before referring the patient to higher care (EMS, Urgent Care Center, mental health services etc.) or leaving patients within their own care.

EFRT also runs first aid courses as a partner of the Red Cross. Select responders are trained as Standard First Aid (SFA) Instructors and teach SFA/CPR-C and SFA/CPR-BLS courses. These courses are open to any member of the public and are coordinated by the EFRT Assistant Director.

However, due to the ongoing pandemic, EFRT has not been active in either of these capacities since March 2020 but will be looking to resume both in some capacity within the next year. Priorities to resume these continuous activities include getting our newest responders Emergency Medical Responder certifications and training more senior responders to become SFA Instructors as many of them graduated at the end of last year.

## Repeating Projects/Events

Over the course of a year, EFRT responders run informational PR tables coordinated by our PR Coordinator. These aim to teach those in the McMaster community about a variety of health topics such as concussion prevention, drinking safely, and MSK injuries while simultaneously spreading awareness about our service. They involve responders who are situated at pop-up booths in front of our office with informational posters and promotional EFRT swag.

## Annual Projects/Events

### Retraining

At the beginning of every year prior to returning to 24/7 service, EFRT runs a “Retraining” for all returning responders. This internal event occurs over the span of 3 days and is packed with lectures, workshops, and practice scenarios to ensure that all returning members have adequate skills to respond to calls. At the beginning of the weekend, responders are given a written protocol test to assess their knowledge of our responding protocols, and at the end of the weekend, they are assessed in a practical scenario to be cleared for responding.

### Hiring Process

EFRT runs an annual hiring process that usually occurs in the Fall. This is an extensive undertaking coordinated by the executive team that involves responders and EFRT alumnus. We have a multi-stage process that involves a written application, SFA test, MMI-style interview, and two orientation weekends. Candidates are taught skills and frameworks during the first weekend and are evaluated on the second weekend. EFRT Alumnus are valuable to this process as they volunteer their time to teach and evaluate candidates, giving the team an unbiased perspective on potential new hires.

In a typical year, written applications are due within the first week of September, and new responders are hired by the first week of October. However, given the ambiguity of what EFRT’s service will look like, my executive team and I have been planning multiple timelines for our hiring process. We can say with certainty that we will be hiring at some point next year. The most likely timeline is to have applications due within the first week of January and to have new responders by early February. This would give us the opportunity to focus intently on getting the team back on call, integrating COVID-19 response protocols, and developing the skills of responders we hired online last year. Another possible timeline is to hold the written application, SFA test, and MMI interviews online sometime in the Fall semester, and have the 2 weekends of in person learning and evaluation at the beginning of Winter 2022. These timelines are subject to change with new COVID-19 guidelines from McMaster and my executive team and I will work to create several contingency plans to ensure the stability of the EFRT team for the future.

## Other Projects/Events

### NCEMSF/NCCER

These are annual conferences that responders can attend to gain new skills and to interact with members of other campus response teams within Canada (NCCER) or within North America (NCEMSF). NCCER is organized a Canadian campus response team with the guide of ACERT and is an opportunity to compete with and learn from other teams. NCEMSF takes place over a weekend in the US and is an excellent learning opportunity with a plethora of speakers and workshops. Typically, both conferences are held in mid-late February and responders can choose which to attend. Every responder is covered for one conference by EFRT. This year, ACERT is not looking to organize an NCCER given the COVID-19 situation in Canada, but it is unclear whether NCMESF will occur in person or online.

### Christmas Party

EFRT holds an annual party near the end of the Fall semester to celebrate and socialize amongst the team. This is a project lead by the Internal Coordinator with help from the rest of the Executive. It has traditionally been a potluck with Secret Santa and is a core bonding moment amongst responders.

# Project/Events Timeline

1. **Plan**
   1. Discuss logistics for implementation
   2. Outline key performance indicators
   3. Coordinate all involved partners/community members
2. **Achieve**
   1. Execute the plan
3. **Review**
   1. Debrief on outcomes
   2. Document ideas for consideration and areas for improvement
   3. Record thoughts on potential future directions

## Spring/Summer Term

There are two main projects/events I foresee occurring in the Summer: EFRT Retraining and the creation of a COVID-19 Response Protocol.

### COVID-19 Response Protocol

This is a project that will be the Executive Team’s focus for June and July. Since I am anticipating EFRT to return prior to the complete eradication of COVID-19, these protocols will outline testing and screening for responders and patients, how we disinfect our equipment and office space, how we socially distance in our office and at calls, amongst other situational protocols such as procedures for suspected or confirmed contact with COVID-19 patients. The protocol will be created by the Execs with input from previous directors, EFRT Alumnus, and our Medical Director, and will be approved by the Medical Director prior to its implementation.

After its approval, the protocol will be provided to all responders, and will be integrated into our response through training. I will work closely with the Training Coordinator near the end of the summer and the beginning of September to acclimate responders to this additional protocol, as well as skills that need to be reinforced such as donning and doffing PPE. I will also be working closely with our Response Coordinator to ensure that we have sufficient PPE and that our general responding procedures are congruent with the new protocol. All this will be done prior to our return on-call.

### EFRT Retraining

If EFRT is to return in some capacity for the beginning of Fall 2021, our Retraining process will occur for select 3 days between September 2-6, 2021. This is a project led by our Training Coordinator with the help of the Executive Team. During Retraining, responders will be provided with lectures, skills workshops, and practice scenarios.

The key performance indicators for Retraining are a protocol test taken at the beginning of the 3-day period, and an evaluated practical scenario at the end. If a responder does not pass the practical scenario, they will undergo remedial training with executives and evaluated again after this training. All responders must pass certain predetermined criteria to pass these evaluated scenarios.

Retraining is mostly an executive team undertaking, but our Medical Director and EFRT Alumnus are also involved in giving lectures and workshops to bolster responder skills.

## Fall Term

### FR/EMR/ASSIST Training (for last year’s hires)

Since we hired responders online last year, they have not had the opportunity to undergo their certifications, they must do so prior to going on-call. The First Responder (FR) and Emergency Medical Responder (EMR) certifications take 2 weekends each. The FR certification will likely take place in beginning-mid September (if campus spaces allow small gatherings) and EMR certifications will likely happen either in October or in January, depending on the dates of our hiring process. Ideally, last year’s hires will be fully trained up to EMR standard prior to the onboarding of new responders. The timing of ASSIST Training is more flexible and as it takes one weekend, can occur between FR and EMR, or after EMR depending on when EMR will occur. If successful, by the end of the 2021-2022 academic year, we will ideally have all last year’s hires fully trained in EMR and ASSIST.

The spacing of these trainings should be keeping responder burnout in mind, as multiple weekends of trainings in a row may increase stress and negatively impact mental health.

### SFA and EMR Instructor Trainings

Training new SFA instructors is instrumental to getting our SFA courses running and generating revenue for EFRT. SFA instructor training will likely occur in the fall term somewhere around mid-late September so we can begin rebuilding our SFA courses. This is a project led by the Assistant Director who will communicate with Ken Piercy, our contact for certifications.

EMR instructor training is one of my initiatives for this year, as I think that having in-house EMR instructors will help to decrease costs in the long run. This will have to occur after SFA instructor training because an SFA instructor certification is needed to register for an EMR instructor course.

If this project is successful, EFRT will have SFA courses up and running by the start of Winter semester and will be able to certify new hires through an in-house EMR instructor.

## Winter Term

### Hiring Process

EFRT’s hiring process typically takes one month and occurs from September to October. However, with the lack of experience and training of last year’s hire, the executive team and I think it would be best for the team to focus on developing our newest responders in the Fall and pushing hiring for this year into the month of January. The application process will involve a written application which will open over the winter break, a SFA test, MMI-style interview, and two weekends of orientation. The first weekend is for learning and candidates will be evaluated on the second week.

This process will be successful if we are able to hire and onboard ~12 new responders by the end of the process. Since this is an intensive project, another aspect to be cautious of is responder and exec burnout.

### FR/EMR/ASSIST Training (for new hires)

Similarly to the FR/EMR/ASSIST trainings for last year’s hires, we will run another set of trainings for new hires that arise from our orientation process. FR will likely be in February, and EMR in March. There is a possibility of EMR and/or ASSIST occurring over the Spring/Summer Term but that will depend on responder availability over the summer.

### Midyear Evaluations

This is a project led by the Training Coordinator with the assistance of the executive team. All responders are required to pass a set of standardized practical scenarios to remain on-call. Executive members themselves run through these scenarios and are evaluated by EFRT Alumnus. This checkpoint has been an effective way to maintain our standard of care and ensure that all responders have the necessary skills the represent the team on campus. If responders do not pass these practical scenarios, they must undergo remedial training with an executive member and will be evaluated again at the end of their training. Midyear evaluations traditionally occur in the middle of February, which is my expectation for now. However, we may run into some issues with overlap regarding the FR/EMR training of new hires, and responder/exec burnout from an intensive hiring process. For these reasons, hosting a midyears evaluation for this academic year is still in question.

# Finances & Equipment

## Budget Projection

I have linked the projected yearly budget in the table below.

[EFRT Budget Tracker 2021-22](https://mcmastersu-my.sharepoint.com/:x:/g/personal/efrt_msu_mcmaster_ca/EfTe9kuZNCBDmin6ecaE2kUBBrDAOcJt_906Jtj1yaFx0g)

## Inventory

|  |  |  |
| --- | --- | --- |
| SFA Supply in exec closet | Number of Items | Notes |
| Sharps shuttles | 96 |  |
| Tongue depressors | 2500 |  |
| PPE gowns | 100 |  |
| Adult NRBs | 19 |  |
| Adult nasal cannulas | 45 |  |
| Paediatric cannulas | 40 |  |
| Paediatric NRBs | 0 |  |
| AED Razor (disposable + regular) | 4+4 |  |
| AED battery | 1 | Expires 2024/06 |
| BP cuffs (adult) | 0 | Have 1 in each pack |
| BP cuffs (large adult) | 0 | Have 1 in each pack |
| BP cuff (small adult/peds) | 0 | Have 1 in each pack |
| New packs | 0 |  |
| Cold Packs | 0 |  |
| SAM Splints | 58 |  |
| Triangulars | 144 |  |
| Tensors | 40+121 |  |
| Burn Dressings | 0 (alot at the front) |  |
| Lancets | 230 |  |
| BGL Strips | 100 |  |
| Alcohol swabs | 0 |  |
| 2"x2" Normal Gauze | 0 |  |
| Injectable Saline | 0 |  |
| 500mL Saline | 0 |  |
| 4"x4" Normal Gauze | 400 |  |
| O2 Wrenches | 10 |  |
| 3"x4" Nonadhesive Gauze | 856 |  |
| 2"x3" Non-adhesive Gauze | 850 |  |
| BVMs (Infant) | 3 |  |
| BVM Masks (Infant) | 3 |  |
| BVMs (Pediatric) | 7 |  |
| BVM Masks (Pediatrics) | 2 |  |
| BVM (adult) | 7 |  |
| BVM Rigid masks | 4 |  |
| Emergency Blankets (yellow) | 19+5 |  |
| Emergency Blankets (silver) | 36+41 |  |
| PPE goggles | 3 |  |
| PPE N95 Small | 40 |  |
| PPE N95 Large | 20 | Bought 100 KN95s in July 2020 |
| PPE Surgical Masks | 400 | Bought in July 2020 |
| Lube | 120 | (01/2020) |
| Sterile Kling | 92 |  |
| Non-Sterile Kling | 108 |  |
| Coban | 10 |  |
| BZK | 700 |  |
| Nail Polish Remover | 100 |  |
| 25mL Saline | 4 |  |
| Sting Relief | 0 |  |
| AfterBite | 0 |  |
| Old manual catheters | 2 |  |
| Old manual cannisters | 2 |  |
| New manual suction | 2 |  |
| New manual Cannister | 5 |  |
| New manual catheters (peds) | 5 |  |
| New manual Catheters (adult) | 5 |  |
| Laerdal Cannister | 10 |  |
| Laerdal Tubing | 9 |  |
| Laerdal Catheter | 15 |  |
| Paeds Collars | 17 |  |
| Adult Collars | 13 |  |
| Pocket Masks | 13+10 |  |
| OPA Yellow | 3 |  |
| OPA Green | 3 |  |
| OPA Black | 18 |  |
| OPA Blue | 15 |  |
| OPA White | 2 |  |
| OPA Red | 4 |  |
| NPA 26 Size | 0 |  |
| NPA 28 Size | 9 |  |
| **NPA 30 Size** | 5 |  |
| **NPA 32 Size** | 6 |  |
| **NPA 34 Size** | 0 |  |
| MDI Spacers | 20 |  |
| Emesis Bags | 74 |  |
| Nitrile Gloves |  |  |
| Steri-strips | 0 |  |
| MISC bandaids | 0 |  |
| Normal Bandaids | 800 |  |
| Fingertip Bandaids | 0 |  |
| Garbage Bags | 0 |  |
| Med Tape | 12 |  |
| Mag lights | 0 |  |
| Pen Lights | 0 |  |
| O2 Regulators | 0 ( don't need tho) |  |
| Temperature Probes | 2 |  |
| Temp Condoms | 0 |  |
| Trauma dressing | 0 |  |
| Trauma Shears | 0 (need new brand) |  |
| Ring cutter | 0 |  |
| Glucometers | 0 |  |
| Ashermans | 2 (2021) |  |
| Triage Tags | 50 |  |
| Grease Pens | 12 |  |
| Transfer Pads | 35 |  |
| Calcium gluconate 500mL | 0 |  |
| Tourniquets | 1 |  |
| BGL Lancets | 230 |  |
| Instant glucose | 0 |  |
| Speed splints | 24 |  |

This table represents the items in our supply closet in May 2019. Responders have access to the shelf of equipment at the front of the office to restock their packs prior to each shift, and those items on the front shelves are not included in the table above.

## Contacts

|  |  |  |
| --- | --- | --- |
| **Name/Company** | **Description** | **Contact Info** |
| Ken Piercy – Hard and Fast CPR (Canada) | Where we get a majority of our supplies and also FR/EMR training. | kpiercy@hardandfastcpr.com |
| ProResp | Company for oxygen | Phone: 905-529-2166 |
| Lisa Derby – Hawktree Solutions | PPE provider for last year from the Red Cross | lderby@hawktreesolutions.com |
| Diane Warwick – Campus Store Merchandise Manager | Contact for EFRT team uniforms. | warwickd@mcmaster.ca |
| Paula Scott – MSU Underground | For EFRT team uniforms, appreciation gifts, promotional swag | ugmanager@msu.mcmaster.ca |

# Promotions

## Service Webpage

Our MSU website only needs to be updated once a year with the dates of the application process. The rest of the website may stay the same year-to-year.

## Social Media

In the past year, EFRT has placed more emphasis on its social media presence. Previously, our social media has been mainly used to introduce new responders and to advertise our application process. However, due to the pandemic, our PR Coordinator last year has been adding information posts and stories on Instagram such as “First Aid Fridays” and “Trivia Tuesdays” to engage the campus in lieu of physical SFA booths. Based on the positive reception of EFRT’s posts and stories last year, I envision something similar for this year with the addition of Instagram takeovers from various responders showcasing the day in the life of a responder, or what is in our packs. Over the past year, our social media has allowed us to connect more closely with the McMaster community and I wish to continue that for this coming year.

## Merchandise & Apparel

In the 2019-2020 academic year, EFRT partnered with SHEC to order magnets that were provided to all first-year students. This helped first years to have access to our phone number which is something I will also consider looking into for this year.

Additionally, at our PR booths and welcome event stands, EFRT has stickers and pens with our logo and number that we give out to the community as swag. These also help to spread awareness of our service and our number. While we still have many stickers from years past, we have run out of pens last year, so I will investigate purchasing some prior to our return on campus. EFRT also has lanyards which we have run out of, so I will also be looking to purchase those.

## Contacts

|  |  |  |
| --- | --- | --- |
| **Name/Company** | **Description** | **Contact Info** |
| Paula Scott – MSU Underground | For EFRT promotional swag and digital/physical posters | ugmanager@msu.mcmaster.ca |

# Onboarding & Administration

## Hiring

### Part-Time Manager(s)

PTM Hiring consists of hiring the EFRT Assistant Director (AD). This involves figuring out a timeline for hiring alongside a hiring panel. For this year, our hiring panel consisted of me (incoming director), Kevin (outgoing director), Christina (VP Admin), and Jade (outgoing AD). To initiate applications, I contacted Maddison, the previous HR Generalist, to coordinate the AD job posting on the MSU website. The written application consists of a resume and a cover letter. Successful applicants are invited to an interview. Interview questions consisted of 6-8 questions from the MSU interview question bank and 1-3 situational, EFRT-specific questions. For the 6-8 MSU-based questions, I tried to focus on the main tenets of the AD role such as organization, leading programs. One candidate is selected out of interviewees and is transitioned by the previous AD alongside a transition manual.

### Executives

Exec hiring traditionally occurs separately from AD hiring and involves the hiring of the Training, Internal, Response (Scheduling), and Public Relations Coordinators. Similarly, to AD hiring, I organized a timeline and hiring panel. The hiring panel consists of the incoming director, outgoing director, and EFRT alumnus. I contacted the HR Generalist to initiate written applications. The application involved a resume, cover letter, and some written questions. Applicants can apply to multiple positions and can indicate their preference on the document with written questions. Candidates are also required to submit a list of 3-5 initiatives that they would like to implement as executives. They are invited to an interview, and from there the team is chosen.

All new executive members are transitioned by the previous exec in their roles and are provided with transition manuals that detail their position and responsibilities.

### Volunteers

Hiring volunteers is an extensive and rigorous process that occurs over the course of a month. Written applications are released in August and are due in the first week of September. Applicants will then undergo an SFA Test, and top scoring applicants will be invited to an MMI-style interview. Successful interviewees will receive an invitation to two weekends of orientation. The first weekend is a teaching weekend with lectures, workshops, and practice scenarios. The second weekend is an evaluation weekend that assesses candidates in a team and individually. Approximately 12 candidates are selected yearly out of over 150 applicants. Hiring is led by the Assistant Director and the rest of executives, and responders and alumnus are the backbones to teaching and evaluating.

## Training

### Part-Time Manager(s)

N/A

### Executives

The Training Coordinator leads the planning and execution of Continuing Medical Education (CMEs) and team trainings. The rest of execs are involved in running practice scenarios and giving feedback during monthly trainings, but do not currently require CMEs. For this year I will focus on being stricter with training amongst executive members to ensure that we are good responding role models for the team. This would involve Exec-specific skills training that we may run with some EFRT alumnus prior to our large team Retraining.

### Volunteers

Our responders undergo rigorous training throughout the year. New hires are trained as First Responders (FR) then Emergency Medical Responders (EMR) under the Red Cross. EMR is the standard to which EFRT responds. New hires are also trained in some form of mental health training. Previously, it was Mental Health First Aid (MHFA), but in 2019-2020, we have switched to Applied Suicide Intervention Skills (ASSIST) which teaches more of a framework for responding to those in crisis.

Throughout the year, all responders go through monthly CMEs and a monthly training to keep up skills. During these monthly trainings, responders run practice sits with each other and with executives to receive constructive feedback. In mid February, Executives organize a Midyear Evaluation, in which responders are evaluated to the EFRT standard of responding. If responders are unsuccessful at this evaluation, they undergo remedial training with a member of the executive and have more evaluations after their training. Traditionally, only responders involved in summer responding are involved in training during the summer months. However, due to COVID-19 and the lack of in person experience, we have enforced monthly CMEs in the summer months which has been positively received by the team.

At the beginning of each academic year, responders undergo Retraining to be cleared prior to going on-call and must pass a protocol test as well as individual practical scenarios. In mid February, responders partake in Midyear Evaluations in which they must pass a set of standardized individual scenarios to continue to be on-call. Both these annual training events are led by the Training Coordinator with the help of the executive, and ensure EFRT’s high standard of care.

## Year Plan

### Executives

I would suggest going through a year plan and discussing timings with the executive team early on. Many of the projects and events throughout the academic year should ideally be planned during the summer to ensure smooth processes during the year. I would also suggest keeping responder/exec burnout in mind. At the end of the day, all responders are students first and are volunteering their time to be responders.

## Reports

## 

N/A

# Miscellaneous

# Appendix

## Full Contact List

Name: Ken Piercy

Title: Hard and Fast CPR Contact

Email: [kpiercy@hardandfastcpr.com](mailto:kpiercy@hardandfastcpr.com)

Company Name: ProResp

Phone: 905-529-2166

Name: Lisa Derby

Title: Seller from Hawktree Solutions (Red Cross PPE)

Email: [lderby@hawktreesolutions.com](mailto:lderby@hawktreesolutions.com)

Name: Diane Warwick

Title: Campus Store Merchandise Manager

Email: [warwickd@mcmaster.ca](mailto:warwickd@mcmaster.ca)

Name: Paula Scott

Title: Underground Manager

Email: [ugmanager@msu.mcmaster.ca](mailto:ugmanager@msu.mcmaster.ca)