

Resilience Matters

Emergency Management workshop for WellSouth PHO – General Practice

Agenda

- Intro to Emergency Management
- Emergency Preparedness in ARC
- Communication
- Business Continuity Planning
- Q & A

General Intro

Martin's Emergency Management Principles

1. One Size Does Not Fit All !
2. The four R's
3. Relationships - #1
4. Understanding Risk
5. Incremental steps
6. Sector Resilience
7. Plan as if you are on your own!

"The worst thing that happened during our whole experience was believing that our salvation was someone else's responsibility" *Dr Ben deBoisblanc, Charity Hospital, New Orleans, Hurricane Katrina (2005)*

Introduction to Emergency Management

What is an Emergency?

A situation that poses an immediate risk to life, health, property, or the environment that requires a coordinated response. These events are often unpredictable, can occur with little or no warning, and vary in scope, intensity, and impact.

What is Emergency Management?

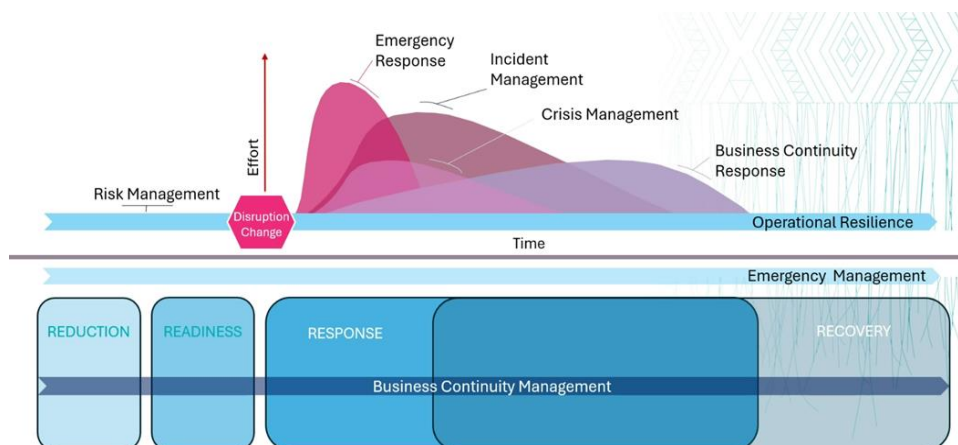
It is the application of knowledge, measures, and practices

- necessary or desirable for the safety of the public or property
- designed to guard against, prevent, reduce, recover from, or overcome any hazard/harm/loss associated with any emergency,
- including the planning, organisation, co-ordination, and implementation

The four R's of Emergency Management

Reduction	Identifying and analysing long-term risks and taking steps to eliminate these risks where practicable or, reducing the likelihood and the magnitude of their impact.
Readiness	Developing operational systems and capabilities before an emergency happens.
Response	Taking actions immediately before, during or directly after a significant event
Recovery	Activities beginning after initial impact has been stabilised and extending until the community's capacity for self-help has been restored. 'Building Back Better'.

The Emergency Management model



More Definitions ...

Business continuity focuses on maintaining or restoring critical operations during disruptions through recovery objectives, backup processes, and incident-response plans.

Business resilience goes beyond continuity, by building adaptability and agility into operations, enabling organizations to learn, evolve, and capitalize on change — not just survive it.

Know your Hazards ... know your risks

- Floods
- Severe weather
- Earthquakes
- Landslides
- Infrastructure failure
- Wildfires
- Space weather
- Tsunami
- Drought
- Major transport accident
- Cyber attack

NZ Legislation includes (but not limited to) ...

1. **National Civil Defence Emergency Management Plan Order 2015** (*in particular, but not limited to clauses 47-51 and 71*)
2. **Civil Defence Emergency Management Act 2002**
3. **Health and Safety at Work Act 2015 (and regulations)**
4. **Nga Paerewa Health and disability services standard (NZS 8134:2021)**

Emergency Response

Emergency Impacts on community-based healthcare

Power Outage – any time, any duration

- Alternatives could include gas, solar, generator, power packs, UPS (uninterrupted Power Supply)
- Generators - coverage, placement, fuel supplies, maintenance!
- What systems within your facility can you not manage without? Alternatives?
- Are your basics covered? (alternative essentials)
- Can you layer your preparedness? (incremental resilience)

IT Interruptions

- Situational Awareness
- How long can you survive without IT?

Is anyone dependant on your systems if you lose power, internet or other services?

Cyber Security

- Cyber crime isn't just about fancy hacking techniques - it's about tricking people (eg, using Phishing emails).
- **Stop, Think, Act**
- Golden Rule #1 – **NOBODY IS IMMUNE**
- Trust your gut: If something feels off, it probably is. Don't second-guess yourself
- Recommended resource – [Strengthen Your Digital Defence](#)
- Health NZ Cyber Hub – [Cyber Hub](#)



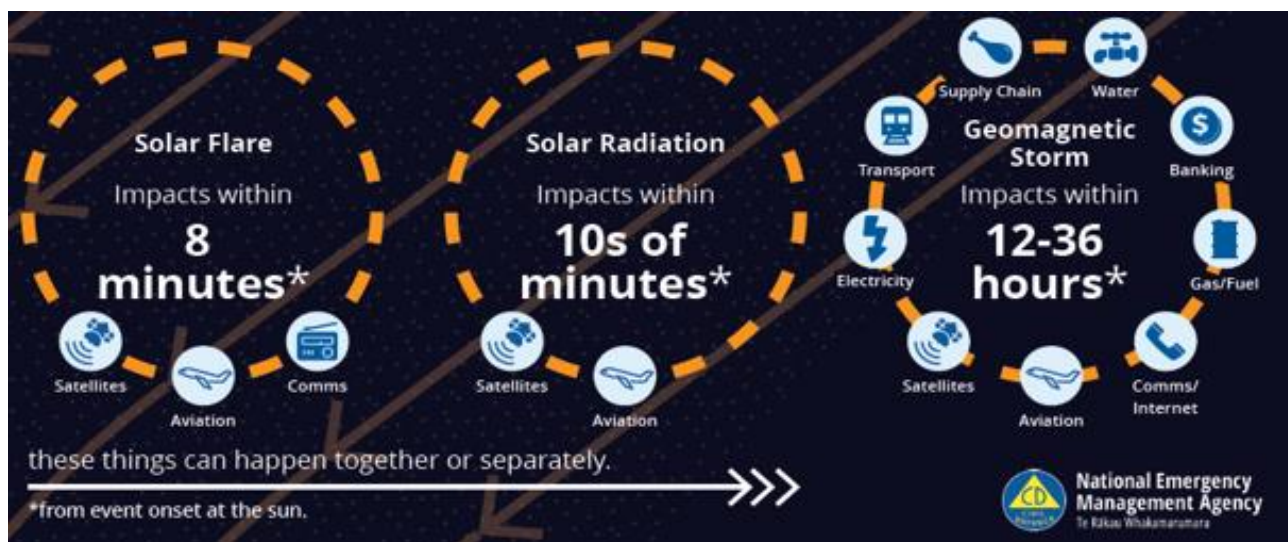
Cyber Hub



Strengthen your Digital Defence book

Space Weather

- Results from bursts of energy from the sun
- Won't hurt people but potential to bring down technology and power



Shut Happens – Plan Early

- **If you have to shut** – are triggers defined?
- **Evacuation v Shelter-in-Place**
- **Grab Bags** – do you have anything? What would you include?
- **Keeping warm** – sudden evacuation (fire)

Evacuation Planning:

If evacuation of any part of your facility becomes necessary - consult your PHO or Health NZ relationship manager immediately and activate your business continuity plan.

Please note: During major emergencies, routine hospital admissions and transport via St John Ambulance is likely to also be compromised.

Your emergency management plans should be updated annually with copies maintained at both on and off-site locations which are easily accessible. Involving your staff as much as possible in the planning and review process helps with familiarity and response when really needed.

Communication 101

- Who do you contact first ?
- How you contact staff.
- What are your expectations for staff?
- How often do you update staff.
- Who makes and communicates key decisions. (Consider a single point for communications)

Self Preparedness

Emergency Preparedness starts at home - *"Safe @ home, happier at work"*

1. Emergency Plans
 - Household plan, Shelter options
 - Evacuation routes (multi options)
 - Communication incl EM contact info
2. Emergency Kit
 - Grab Bag
 - Supplies (food, water, general)
3. Knowing localised hazards
4. Making your home safer
5. Staying informed
6. Understanding what separation means



Self Preparedness – the 4 R's

Reduction	Make your home safer (secure furniture, decluttering, smoke detectors, lighting etc)
Readiness	Plan and Prepare (household plans, Grab bag, discussing separation)
Response	Immediate Actions (Secure personal & home safety, communication, checking neighbours)
Recovery	Restoring essential functions (checking safety of electricity, water, securing home, contacting insurance , support services)

Self Preparedness – Immunisation

Are your staff up to date with their vaccinations?

Do you hold the evidence?

Can you afford to be down two staff because they need to isolate?

Business Continuity Planning

Why? - To ensure your organisation is able to survive a crisis and thrive in a world of uncertainty

Understanding your CORE processes

What are the core things that your organisation does?

Remember - *In a disruptive event we cannot maintain everything we do, so we must prioritise.*

What are the critical inputs or 'ingredients' required to achieve your CORE processes?

When you are thinking about your "Plan B" – '**Plan beyond Imagination**'



Functional Groups

1. **People** (capability and capacity)
2. **Facilities** including **Utilities**
3. **Information Technology** (including hardware) **AND Communications**
4. **Equipment** and **consumables**
5. **Other parties** you are **dependent** on (internal, external).
6. **[Transport]**

Identify who can make decisions in a crisis and have an alternative !

- Remember that in a pandemic or catastrophic event, 20-40% of your team might not be able to work.
 - What if you and your 2IC are in that 20-40% ?
 - What is your Communications plan?

The Importance of testing your planning

- Ensure preparedness for disruptions,
- Validating the plan's effectiveness
- Identifying weaknesses,
- Enhancing team coordination

Your Investment

Staff **Communication** **Relationships**

Recap

Resources Available

For a comprehensive library of advice, key messages and useful links, go to the Consistent Messages resource on the NEMA website - <https://www.civildefence.govt.nz/cdem-sector/consistent-messages>

For Quick Links - See also separate handout

- **Get Ready, Get Thru:** - <https://getready.govt.nz/>
- **Tsunami Evacuation Maps:** - <https://www.civildefence.govt.nz/get-ready/get-tsunami-ready/tsunami-evacuation-zones>
- **Emergency Planning:** - <https://www.civildefence.govt.nz/cdem-sector/consistent-messages/readiness/make-emergency-plans>
- **Emergency Planning:** - <https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/emergency-planning-for-businesses>
- **Business Continuity Planning:** - <https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/continuity-and-contingency-planning>

Don't forget about the value from **DEBRIEFING** after an incident

learning from experiences, improving performances, enhancing communication and collaboration ...

- See separate short debrief template as a format option
- Debriefing is NOT criticism of the quality of the actions/decision or an interrogation of errors or blaming

Quick take home messages

1. Know your **immediate response plans** (Emergency)
2. Understanding your **Critical Functions**
 - how long can you tolerate disruption
 - alternatives – requirements understood and arranged
 - resource prioritisation
3. Risk reduction increases resilience (think 'incremental' steps to achieving 'better')
4. Encourage self-preparedness
5. What two 'actions' are you going to work on over the next month?

“Plan Beyond Imagination”

Mark Crosweller Canberra Fire Storms (2003)

Who are you gonna call ??

**In an emergency with actual or immediate threat to life or property,
call 111 immediately.**

**Communicate any specific risks associated with the facility which emergency
services need to know about.**

If a disruptive event escalates beyond your capability, contact your PHO, Pharmacy lead or Health NZ Service Development Manager or **if outside of normal business hours contact the Health NZ Emergency Management on-call team on 0800 GET HNZ (0800 438 469)**

Useful Emergency Planning and Business Continuity Links

 <u>Get Ready, Get Thru</u>	 <u>Southland CDEM Situational Map</u>	 <u>Otago CDEM Situational Map</u>
 <u>Find your Lines Company</u>	 <u>Tsunami Evacuation Maps:</u>	 <u>Taumata Arowai – Water Services Authority</u>
 <u>Business Continuity Planning</u>	 <u>Self-preparedness</u>	 <u>Emergency Planning (CDEM)</u>
 <u>Health NZ Cyber Hub</u>	 <u>Health NZ – Preparing for an Emergency</u>	 <u>Emergency Planning (business.govt)</u>

Disruptive Event Debrief

By capturing the experiences and challenges faced during a disruptive event you will have a better understanding of how you can improve your organisation's ability to respond in future crises. Encourage as many staff as possible to contribute to the debrief – either individually or as part of a team.

Incident Overview

Date & Time:

Location:

Type of Incident:

Review of Actions:

What went well?

Challenges
Encountered:

Action Plan:

What do we need to
do differently?

Now:

In the In the future:

How can we ensure
we do it differently

Now:

In the In the future:

Who will drive the implementation of identified changes?

General Comments

Debrief completed by *(Name, role, date)*

Additional questions you may consider exploring include:

1. Did the actions taken as part of this event follow the provisions of the Emergency and/or Business Continuity plans we have in place ?
2. What date was the Emergency and Business Continuity plans last reviewed/updated?
3. Communication
 - Timeline for communication with staff
 - Timeline for communication with patients/residents/consumers and their whanau (as appropriate)
 - Timeline for communication with stakeholders (owners, governance, funder etc)
4. Were there any health and safety issues or hazards identified during the event?
5. Wellbeing – how did the incident impact staff emotionally and physically? (Support needed/offered?)