

Emergency Management Policy

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1. Purpose of policy

This *Emergency Management Policy* sets out the Auckland District Health Board’s (Auckland DHB’s) approach to emergency management, including the key objectives, principles and accountabilities.

2. Policy statements

Auckland DHB provides wide-ranging clinical and health care services to a diverse community in an ever changing and uncertain environment. Incumbent with this service provision are disruptions which range in severity from minor incidents to large-scale emergency events. Whilst it is not possible to eliminate disruptions a robust emergency management response can minimize the adverse impact of a disruption on Auckland DHB’s services and can expedite recovery back to normal operations.

An emergency management response will be invoked when events threaten to (or have) overwhelm(ed) service delivery and cannot be managed using business as usual processes. An emergency management response will coordinate and utilise relevant business continuity plans and fire and evacuation processes.

Emergency Management Services division (EMS) provides the strategic support framework and coordinates activities across the Auckland DHB for the following three inter-related specialties:



3. Definitions

Term	Definition
CIMS	The Coordinated Incident Management System (CIMS) is the primary reference for incident management in New Zealand. The purpose of CIMS is to achieve effective coordinated incident management across responding agencies for all emergencies regardless of size, hazard or complexity.

Term	Definition
Emergency	A situation that poses an immediate risk to life, health, property or the environment that requires a coordinated response. The Civil Defence Emergency Management Act 2002 provides the statutory definition.
EOC	An Emergency Operations Centre (EOC) is a Coordination Centre that operates at the local level (DHB) to manage a response. This is the location from which a Controller and Incident Management Team manages a response.
IMT	Incident Management Team. A team set up following the CIMS doctrine and tasked with leading the organisational response to the emergency requiring management. Can be drawn from within the organisation or from external sources.

4. Scope

This policy applies to:

- All Auckland DHB services (including any successor entities)
- All Board members and members of the workforce (employees, volunteers, and those under contract) students, independent practitioners and external providers of services working in, or contracted to provide a service on any Auckland DHB site.

An emergency management response utilizing Auckland DHB's escalation criteria will be invoked when events threaten to (or have) overwhelm(ed) service delivery and cannot be managed using business as usual processes.

The scope of this policy does not include routine business service disruptions which can be managed by the Directorate without requiring wider support to maintain service levels.

5. Objective

An emergency can affect access to health services and the health and disability sector's ability to respond to the public's health needs. Auckland DHB has a duty to ensure that during an emergency it can function to the fullest possible extent albeit this may be at a reduced level during and after an emergency.

6. Principles

This policy describes the guiding emergency management principles which ensure a coordinated and effective organisational capability to prepare for, build resilience to, respond to and recover from a range of hazards at the Auckland DHB and impacting across the health and disability sector.

To achieve this, the emergency management function at Auckland DHB aims to encompass:

- **Comprehensive approach:** Encompass all hazards and associated risks, inform and enable a range of risk treatments concerned with reduction, readiness, response and recovery.
- **Integrated all agencies approach:** Develop and maintain effective relationships across the health and disability sector and with partners, to enhance collaborative emergency management planning at all levels (local, regional and national).
- **Integrated approach within the Auckland DHB:** Integrate emergency management concepts as part of decision making for daily operations, strategic project management and annual planning.
- **Community and stakeholder engagement:** Facilitate community input into and understanding of the full spectrum of the emergency management cycle.
- **Health equity:** Establish, maintain, develop and support services that are best able to meet the needs of patients / clients and their communities during and after an emergency, even when resources are limited. Ensure that special provisions are made for vulnerable people and hard-to-reach communities so that emergency responses do not create or exacerbate inequalities. All responses should apply the following principles:
 - Urupare ki ngā hiahia hapori / Responsive to community needs
 - Ngāwaritanga / Flexibility
 - Mahi ngātahi / Unity of effort
- **Utilise best practice methodologies:** Respond to emergency events using the CIMS framework (which forms the basis of a national operational emergency response in New Zealand) whilst working alongside the existing organisational structure. Ensure that appropriate human resources required for the IMT roles are identified and trained.
- **Continuous improvement:** Undertake continuous improvement, through on-going monitoring and evaluation, training, exercising, post-operational debrief and review.
- **Compliance with legislation, standards, codes of practice and industry guidelines:** Meet all relevant requirements including those defined in the National Civil Defence Emergency Management Plan Order (2015). Principally, the requirement to meet a surge in demand and continue functioning to the fullest possible extent in an emergency so far as reasonably practicable.

The Civil Defence Emergency Management (CDEM) Act (2002) outlines the roles and responsibilities of emergency services (including hospital and health services) and specifies the New Zealand integrated approach to CDEM which uses the '4Rs' of emergency management, namely risk **R**eduction (incorporating risk management), business continuity which prepares for **R**eadiness, and **R**esponse and **R**ecovery which encompasses emergency management.

The diagram below illustrates the 4Rs and the relationship between risk management, business continuity and emergency management. The Auckland DHB services rely on a mature emergency management cycle being maintained.



Source: National Health Emergency Plan: A framework for the health and disability sector Figure 2: Risk-based comprehensive emergency management

7. Governance and accountabilities

The Auckland DHB Board is accountable for ensuring that emergency management services are appropriately governed and managed. This means that the organisation has suitable emergency management framework, culture, resources and practices in place. While the Board retains the ultimate responsibility, it has delegated to the Finance Risk and Assurance Committee dedicated oversight of emergency management practice within its remit.

The Chief Executive is responsible for ensuring that the Emergency Management Policy is operating appropriately, and apportioning emergency management responsibilities and resources across the organisation. The Risk, Assurance and Continuity Committee is the peak management committee which supports the Chief Executive to set the direction for continuity management within Auckland DHB.

The Auckland DHB requires all business units to be responsible for their emergency management planning with support from the EMS. When required to activate a response to an emergency the EMS will facilitate the response.

All members of the workforce are expected to participate in awareness activities, exercises, and mandatory training to embed emergency management practices in everyday situations so far as reasonably practicable.

8. Policy success indicators

The Emergency Management Policy will be deemed successful if the following indicators are achieved:

- Maturity Assessment: Increased emergency management maturity score from a standardized Emergency Management Assessment;
- Application: Increased awareness and understanding of emergency management practices at all levels of the organisation evidenced by the emergency management principles being appropriately applied to emergency events;
- Compliance: Compliance with legislation, standards, codes of practice and industry guidelines;
- Collateral: Distribution and display of emergency management resources detailing standard procedures;
- Simulation Exercises: Conducting planned exercises as per legislative requirements;
- Training: Ongoing development and training for staff to respond to emergency events.

9. Supporting evidence

- Guide to the National Civil Defence Emergency Management Plan (2015)
- (Available from: <https://www.civildefence.govt.nz/assets/guide-to-the-national-cdem-plan/Guide-to-the-National-CDEM-Plan-2015.pdf>)
- National Health Emergency Plan [2015]
- (Available from: <https://www.health.govt.nz/system/files/documents/publications/national-health-emergency-plan-oct15-v2.pdf>)
- Ministry of Health Operational Policy Framework [OPF] latest published edition
- (Available from: <https://nsfl.health.govt.nz/accountability/operational-policy-framework>)

10. Legislation

DHBs have a responsibility to respond to, and provide health care for, their communities during periods of emergencies under various Acts, regulations and national guidelines including but not limited to:

- Civil Defence Emergency Management Act [2002] and subsequent amendments
- Fire and Emergency New Zealand Act 2017
- Fire and Emergency New Zealand (Fire Safety, Evacuation Procedures, and Evacuation Schemes) Regulations 2018
- Health and Safety at Work (Hazardous Substances) Regulations 2017
- National Civil Defence Emergency Management Plan Order [2015]
- (All Acts of parliament available from: <https://www.legislation.govt.nz>)

11. Associated documents

Auckland DHB policies

- Business Continuity Management Policy
- Code Black Policy
- Risk Management Policy

Other

- Emergency Response Flip Chart
- Emergency Preparedness and Response Manual (EPARM)
- Health Emergency Plan latest published edition

(Available from: <https://adhb.hanz.health.nz/Pages/Emergency-and-incident-management.aspx>)

12. Disclaimer

No guideline can cover all variations required for specific circumstances. It is the responsibility of the health care practitioners using this Auckland DHB guideline to adapt it for safe use within their own institution, recognise the need for specialist help, and call for it without delay, when an individual patient falls outside of the boundaries of this guideline.

13. Corrections and amendments

The next scheduled review of this document is as per the document classification table (page 1). However, if the reader notices any errors or believes that the document should be reviewed **before** the scheduled date, they should contact the owner or [Document Control](#) without delay.