

## Operational Policy: Emergency Response

### Policy Summary Statement

This policy describes Pegasus' response in an emergency event. Pegasus' response is prioritised in four stages:

- 1) Safety of Pegasus employees;
- 2) Safety and functionality of 24 Hour Surgery staff and services;
- 3) Support to Canterbury Primary Response Group for establishment of EOC functions; and
- 4) Pegasus South Island-wide customers and partners.

The aim of Pegasus' emergency response is to:

- minimise disruptions to normal operations,
- reduce the potential loss of core assets, and
- optimise the health sector's and the organisation's recovery time in order to be able to provide health services to enrolled patients.

### Exclusions to this Policy

There are no exclusions to this policy.

### Variations to this Policy

Pegasus' HR Policy is drafted from a principles perspective to cover the majority of situations that may occur in the workplace. By the nature of emergency events, the policy may require variation according to the needs of the organisation at the time of the event.

### Related Policies / Documents

- Health and Safety Policy
- Emergency Response Procedures

### Review

This policy is to be reviewed one year from Executive/FARC approval.

## Policy Project Team (by role)

Leader:	Human Resources Manager
Peer Review:	OLT
Team Members:	CPRG Representative, Financial Controller, BIS Manager, COO, Knowledge Management Manager, Patient Services/24HS Manager
Policy Dev Support:	CPRG Representative

## Operational Policy Detail: Emergency Response

### Background

In any emergency plan there are three phases:

- Readiness (preparation for an event)
- Response (continuity of critical operations once an event occurs)
- Recovery (restoration to normal operational state after the event)

Pegasus' organisational response is assisted by the development of this policy and application of the relevant procedures.

The policy applies to the operational, tactical and strategic activities of Pegasus to minimise the impact of any disasters or major events. This policy applies in an expected or unexpected event, whether an outbreak of an infectious disease, a mass casualty event, a major natural disaster (earthquake, flood, tsunami) or a severe weather event, that affects either Pegasus Health facilities and/or member or partner facilities, and/or other primary health care facility (as required and/or directed by Canterbury District Health Board or their delegates).

The policy applies to all Pegasus Health facilities and staff, including (but not limited to) 160 Bealey Ave, 24 Hour Surgery (cnr Bealey and Colombo streets), and 56 Shirley Road. Sub-policies, procedures and plans may apply to these specific sites and/or teams within these sites and will sit under this overarching policy.

### Principles Underpinning Emergency Planning and Response

#### Readiness

1. Pegasus will take all usual care as defined under the Health and Safety in Employment Act (HSE) to ensure the safety of its employees, as stated in the Health and Safety Policy.
2. The Pegasus organisation is committed to supporting the Canterbury Primary Response Group (CPRG) in its preparation, establishment and maintenance of an Emergency Operations Centre (EOC). This includes venue, hardware, software, telephony, human resources and any other relevant required supports.
3. Staff are expected to maintain their personal information including contact details in ResOURce and in Kiosk, which is available via Citrix if not on site. Staff are also expected to maintain their manager's contact details so they may be contacted in an emergency.
4. Managers are responsible for acquiring and maintaining their team's contact details (obtained from Kiosk) and ensuring accessibility in the case of an emergency (e.g., keeping a cell phone contact list).

Managers also must ensure they have contact details for any contractors and are responsible for communicating to them in the case of an emergency event.

5. The Personal Assistant to the Chief Executive Officer and the Receptionist (and any other designated staff member) will have all staff cell phone numbers and email addresses accessible remotely.
6. Pegasus staff will participate in emergency drills and exercises as required.

### Response / Activation

7. Pegasus' Chief Executive Officer (or appointee) is responsible for the Pegasus response as well as overseeing and enabling the Site Support function to the Canterbury Primary Response Group (CPRG) Emergency Operations Centre (EOC)(see Appendix 1). Other key senior staff will support Pegasus' and the sector-wide response as required.
8. Wardens will be appointed from Pegasus staff to facilitate safe evacuation procedures within the 160 Bealey, 56 Shirley Rd, and 24 Hour Surgery facilities. Wardens will participate in regular drills.
9. The Pegasus Executive team will immediately discuss and agree priorities with CPRG, the Pegasus Health Board and Canterbury District Health Board.
10. The Operations Leadership Team (OLT) will be in contact with all employees as soon as practical and maintain regular communication with staff to keep them up to date with developments.
11. Information will be communicated by phone, SMS, email, or by uploading to ResOURce, which may be accessed remotely. Designated staff may also utilise social media to keep employees apprised of the situation.
12. 24 Hour Surgery staff will be contacted by the Manager and/or clinical directors and rostered as required.
13. If the 24HS facility is unsafe or unable to be accessed, clinical activity will occur in an alternate location according to the 24HS Emergency Response Plan.
14. When an evacuation order is given by the Chief Executive Officer or appointee, only staff required to perform EOC roles or 24 Hour Surgery staff who are required to deliver health services may remain in the affected facilities, and only in the case of the building(s) being deemed safe.
15. In the event of Pegasus facilities being deemed unsafe or inaccessible, alternate locations will be selected by CPRG and the Pegasus CEO and/or appointee and/or senior management team member to operate essential business and EOC services. This alternate location will be communicated via the Pegasus management team.
16. Pegasus facilities will be inspected by an accredited engineer within an agreed timeframe in the case of potential structural damage.
17. A Canterbury-wide EOC (administered by CPRG) will operate out of 160 Bealey Ave facilities unless this site is unsafe or unable to be accessed, in which case an alternate site will be agreed with the Primary Care Coordinator of CPRG.
18. Key staff may be required to perform functions in an emergency state; either to support the continuation of essential operations, or they may volunteer to participate in the Emergency Operations Centre.
19. Pegasus as a membership organisation, as well as performing its PHO functions, is responsible for supporting its member practices to be able to maintain clinical health services.
20. The aim is to minimise disruptions to normal operations, reduce the potential loss of core assets, and optimise the sector's and the organisation's recovery time. System dependability should be ensured by effective testing, backup systems and resources.
21. Staff may be required to perform their normal function or some other specified role in an emergency, as detailed in specific department plans or as requested by their manager or the Pegasus Executive

- team. Staff not involved in the EOC may be asked to work remotely. Otherwise staff will be placed on paid annual leave; if they do not have leave available, they will be required to take unpaid leave.
22. If staff are unable to work due to circumstances beyond Pegasus' control (e.g. fire, snow, flood, pandemic, earthquake or other Act of God), then they will be required to take paid or if no leave is available, unpaid annual leave.
  23. Staff required to work will notify their line manager or a senior manager at Pegasus if any personal issues have arisen that would prevent them from being available.
  24. Pegasus will fund absence from work in certain circumstances, for instance when normal work activity is suspended and no other work is available; otherwise staff who choose not to return to work when required and able will be directed to take annual leave.
  25. Pegasus staff in an EOC will support Pegasus members and partners as well as other primary health care providers to be able to look after the health needs of the people of Canterbury.
  26. Business Information Services staff are responsible for supporting their business customers to re-establish and maintain business and clinical services as quickly as possible as set out in relevant service agreements.
  27. Business Information Services staff are also responsible for establishing and maintaining the EOC to the specification of CPRG staff at the agreed site, whether it be 160 Bealey Ave or another location.
  28. Staff who participate in the EOC or emergency response may be provided with time-in-lieu if hours worked extend beyond their normal working hours. Reimbursement for any personal expenditure incurred on behalf of Pegasus and/or the EOC is to be agreed by Pegasus or CPRG management before it is incurred.
  29. Confidentiality and privacy of any information contained within a Pegasus facility, either in paper form or electronic will be assured to the extent possible in the event, and as detailed in the applicable sub-policy (Storage and Destruction).
  30. If Pegasus facilities are compromised, staff may be required to work from other locations including their homes while repairs are carried out. In the event that long term home-based work is required, i.e., longer than two weeks, additional costs incurred by the staff member can be discussed with their manager and a Pegasus-wide response to expense recovery may be developed.

## Recovery

31. The Chief Executive Officer (or appointee) in conjunction with CPRG will determine when normal services (i.e. 'business as usual') will resume and will communicate this to staff.
32. Staff are expected to return to normal work function when directed unless they are committed to EOC activity. The EOC (in 'response' mode) may be required to be in place for hours, days, or even months, with staff assigned in rosters in order to be able to return to normal work function as quickly as possible. Prioritisation of work will be discussed with their manager.
33. The organisation will engage in the process of recovery for all Pegasus Health general practices.

## Organisational Values

- Trust and respect
- Communication
- Development of Potential
- Continuous Improvement
- Teamwork