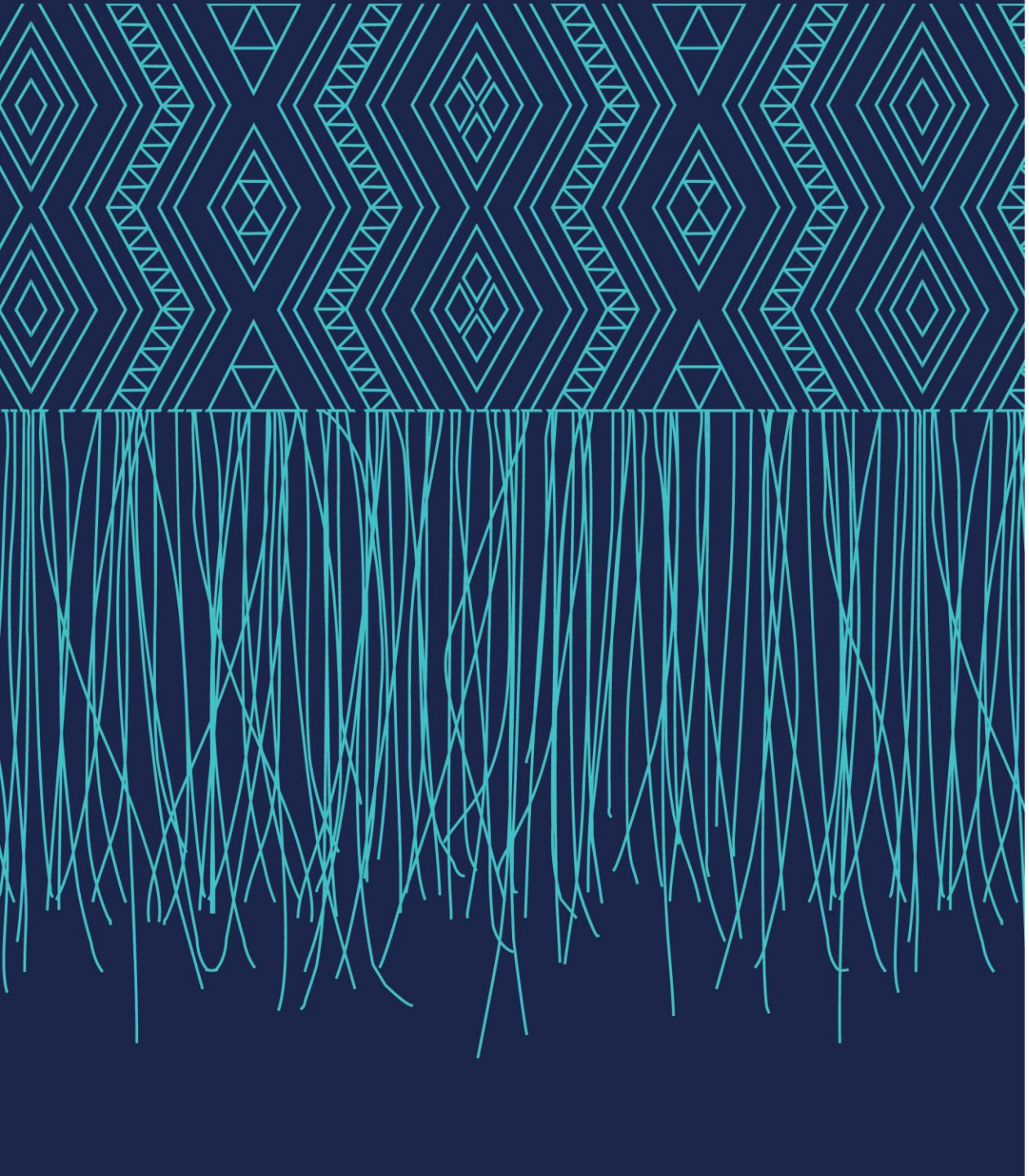
Te Whatu Ora
Health New Zealand

Resilience, Emergency Management & Business Continuity in the Aged Care Sector

Andy Wisheart, National Business Continuity Manager



NZ Emergency Management Structures

Legislation / Drivers

- CDEM Act 2002
- CDEM Plan 2015
- Health Act 1952
- Manatū Hauora EM Assurance Framework 2023
- Health Sector Principles as set out in Pae Ora 2022

- Many many others……

Government EM Structures

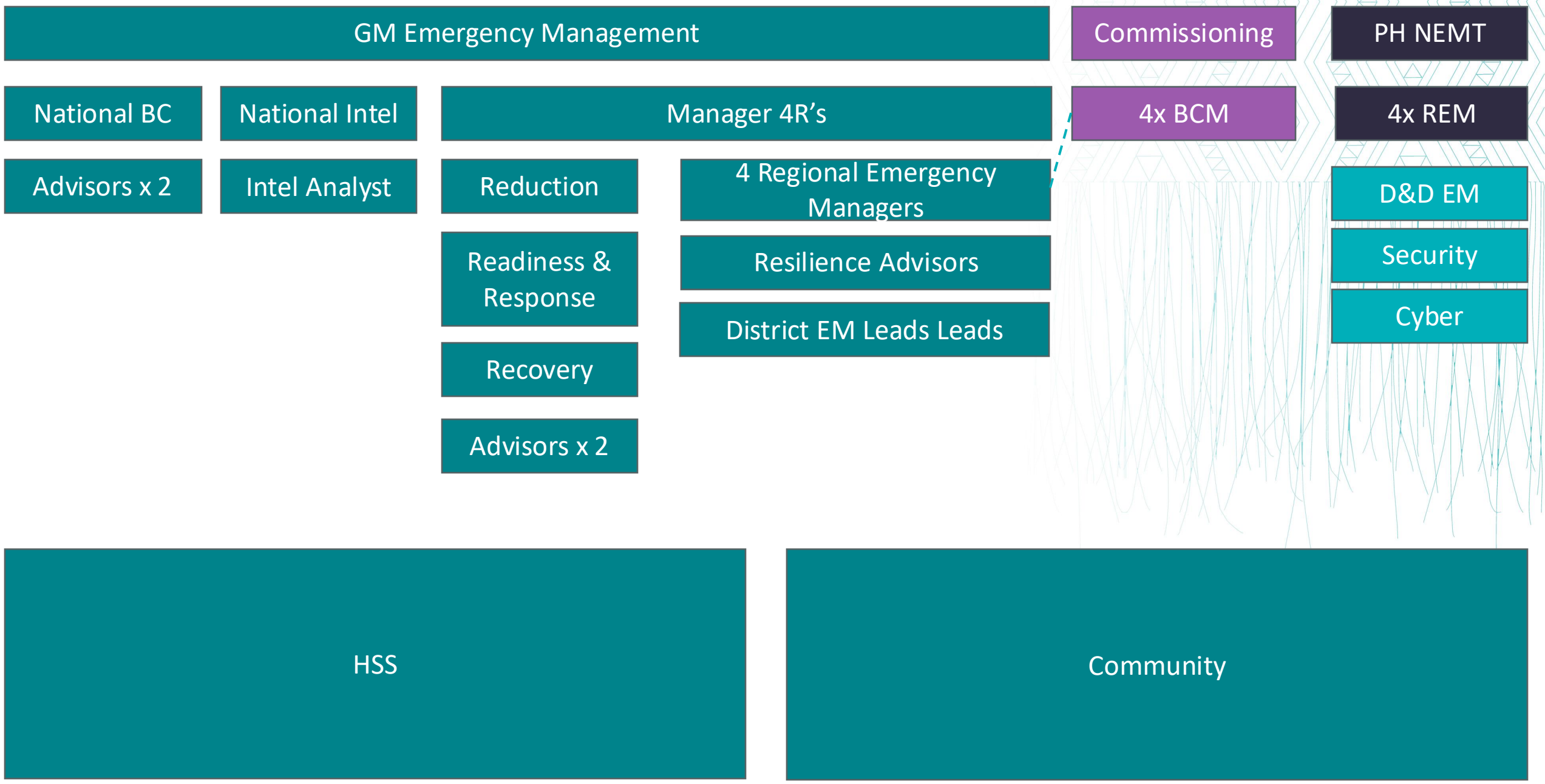
Prime Minister and Cabinet
National Security Committee

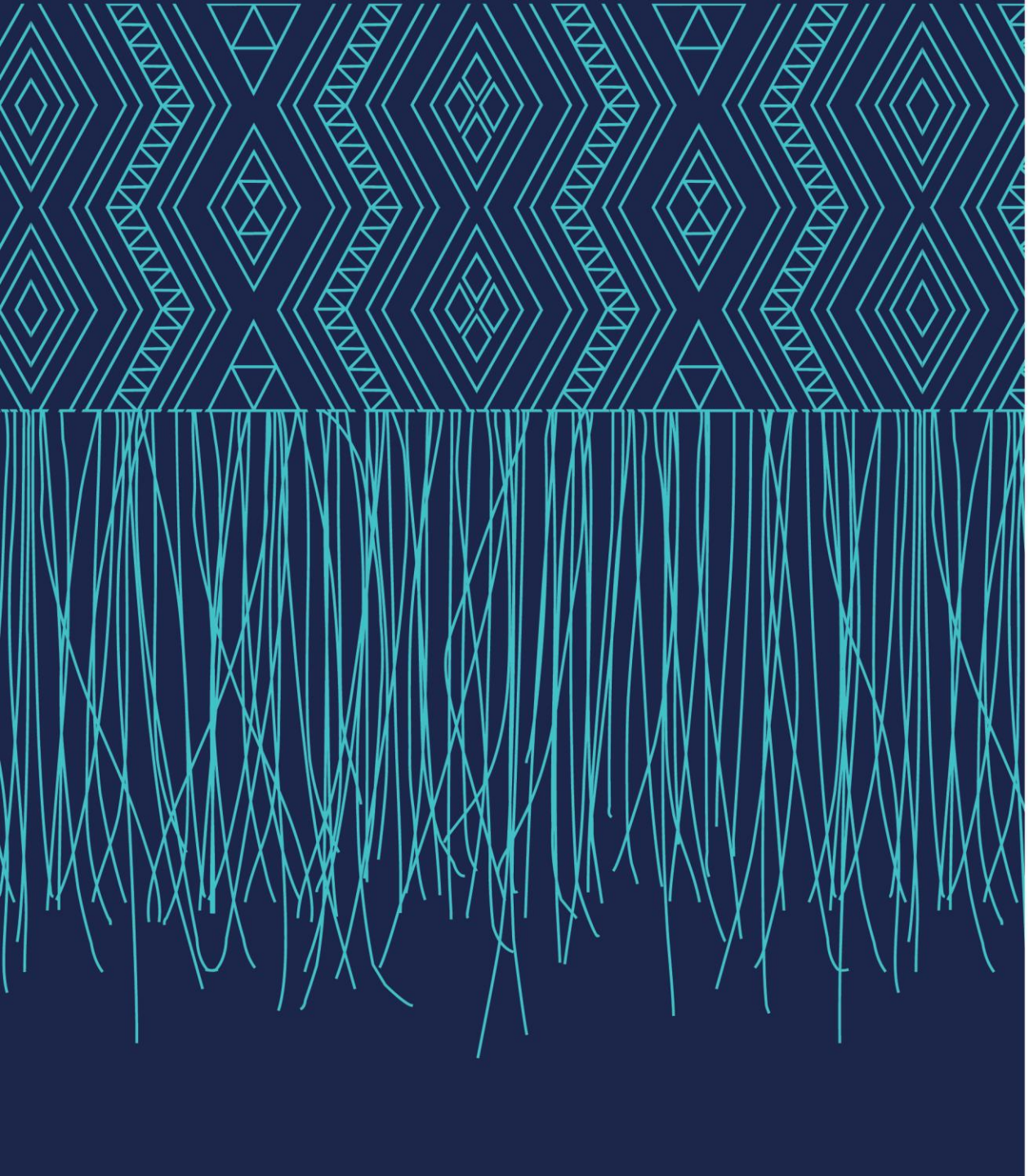
Officials Committee for Domestic and External Coordination

NEMA

AoG Ministries, E.G. Manatū Hauora

AoG Agencies, E.G. Health NZ

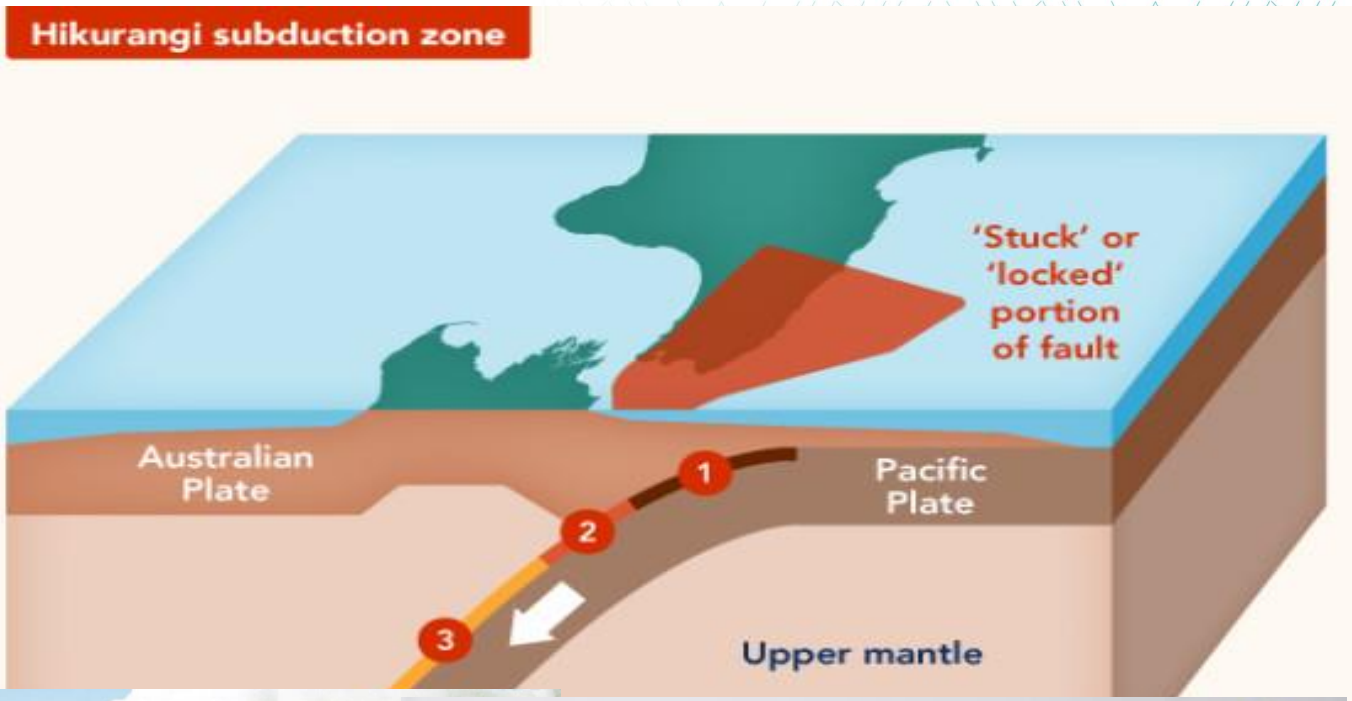

GM Emergency Management
Commissioning
PH NEMT
National BC
National Intel
Manager 4R's
4x BCM
4x REM
Advisors x 2
Intel Analyst
Reduction
4 Regional Emergency Managers
D&D EM
Readiness & Response
Resilience Advisors
Security
Cyber
District EM Leads Leads
Recovery
Advisors x 2
HSS
Community



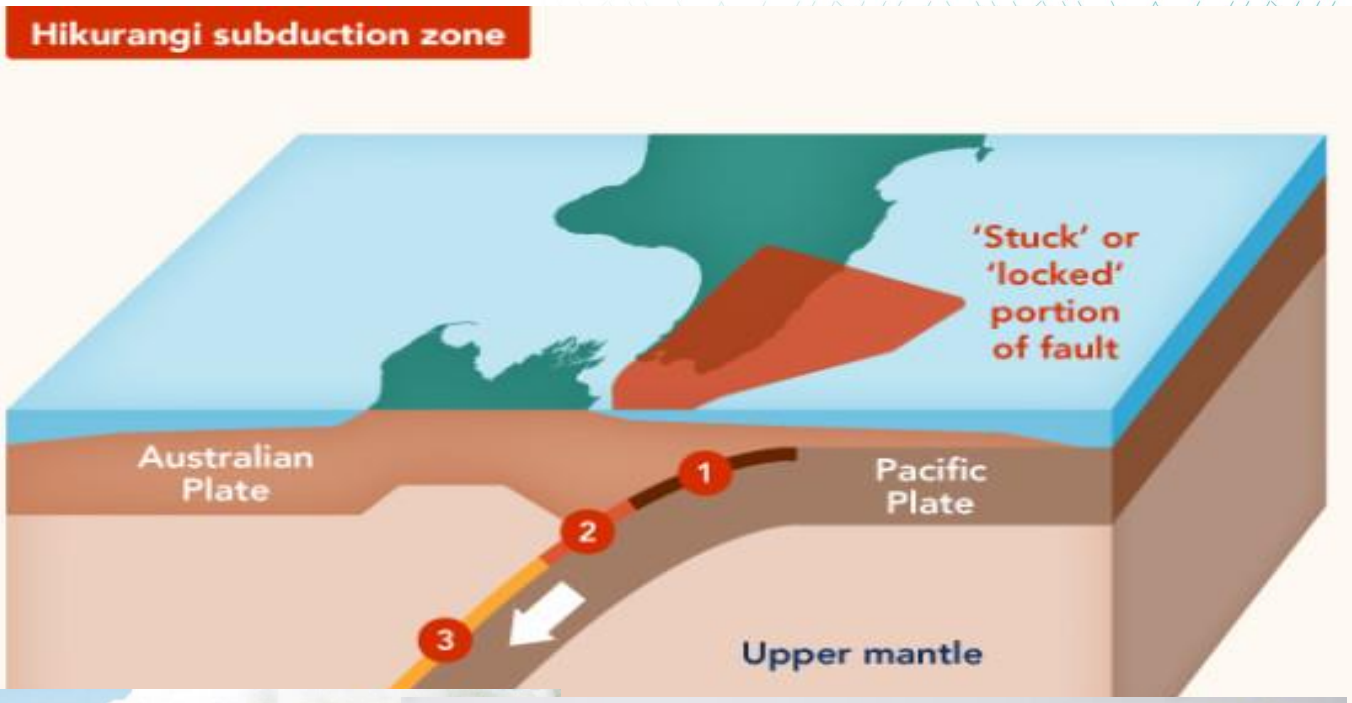
NZ Risk Landscape

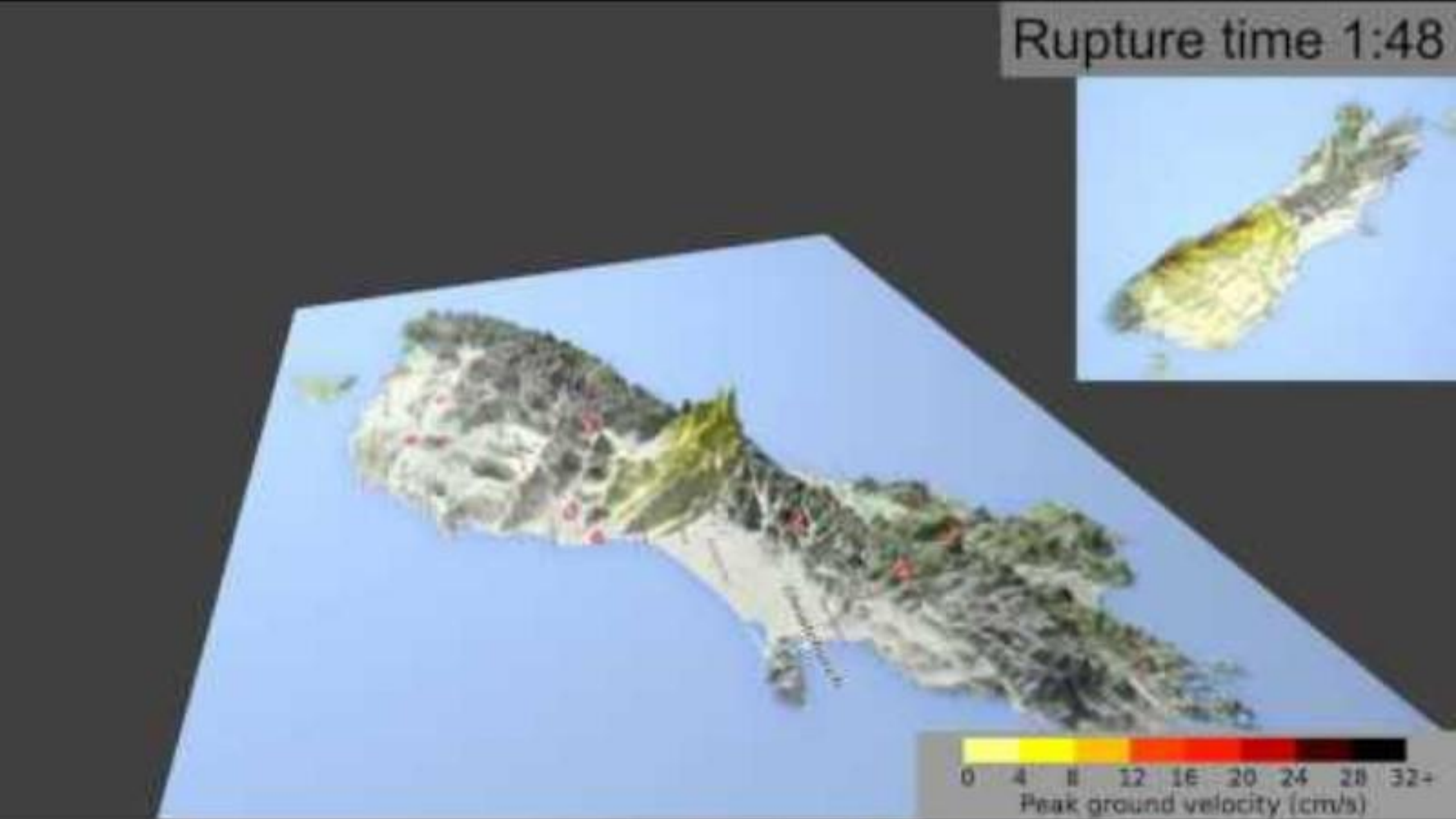
AF8

ALPINE FAULT MAGNITUDE 8



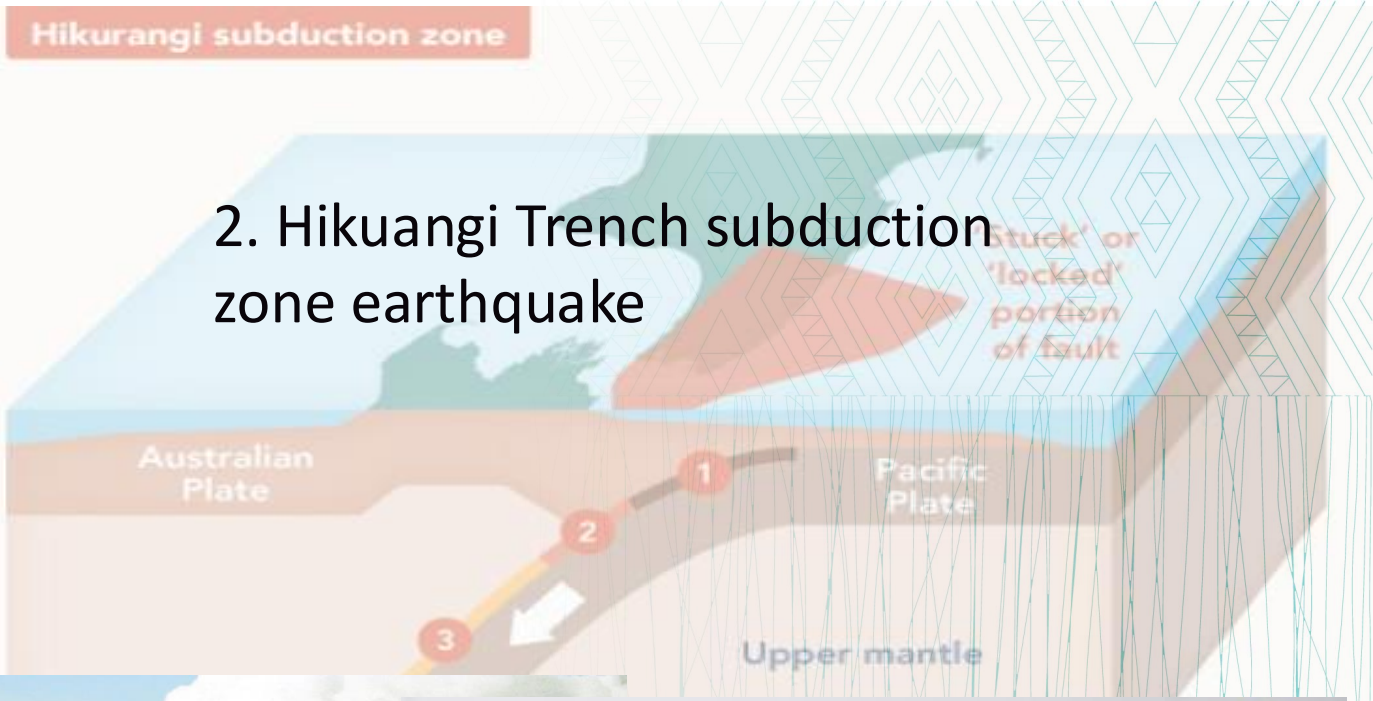
1. Alpine Fault Earthquake of 8.2 or greater




Rupture time 1:48
0 4 8 12 16 20 24 28 32+
Peak ground velocity (cm/s)

1. Alpine Fault Earthquake of 8.2 or greater

2. Hikuangi Trench subduction zone earthquake



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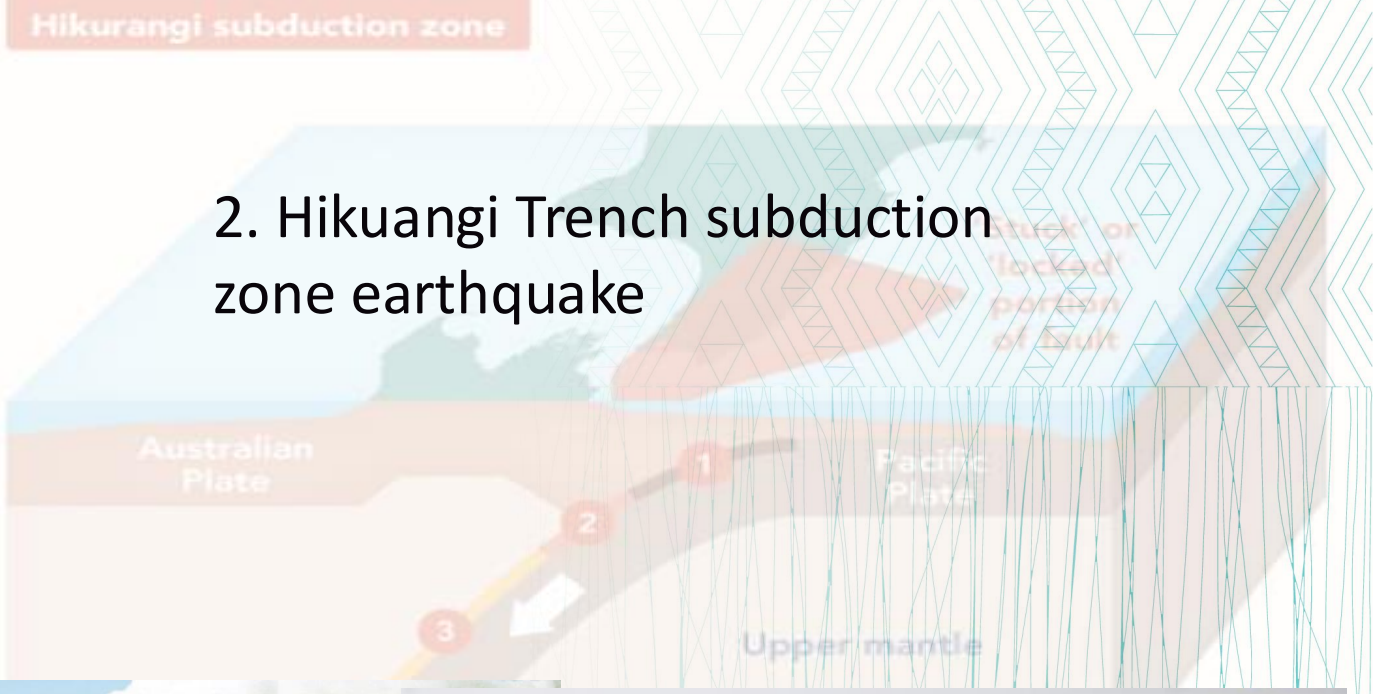


3. Mt Taranaki eruption

1. Alpine Fault Earthquake of 8.2 or greater

2. Hikuangi Trench subduction zone earthquake

3. Mt Taranaki eruption

4. Auckland Volcanic Field eruption

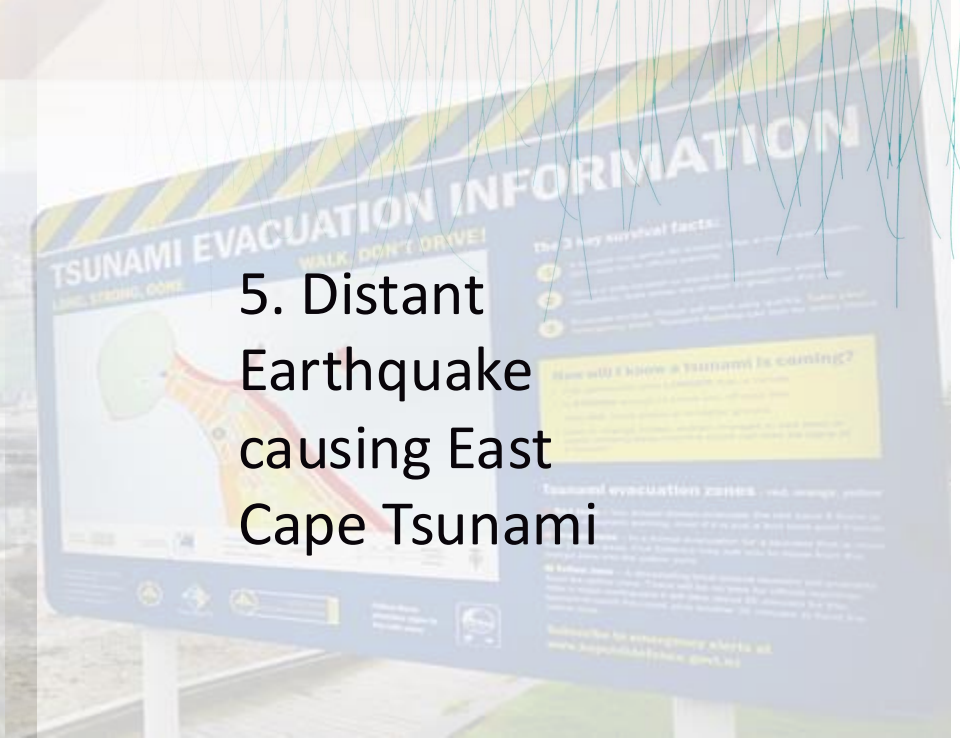
1. Alpine Fault Earthquake of 8.2 or Greater

2. Hikuangi Trench Subduction Zone Earthquake

3. Mt Taranaki Eruption

4. Auckland Volcanic Field Eruption

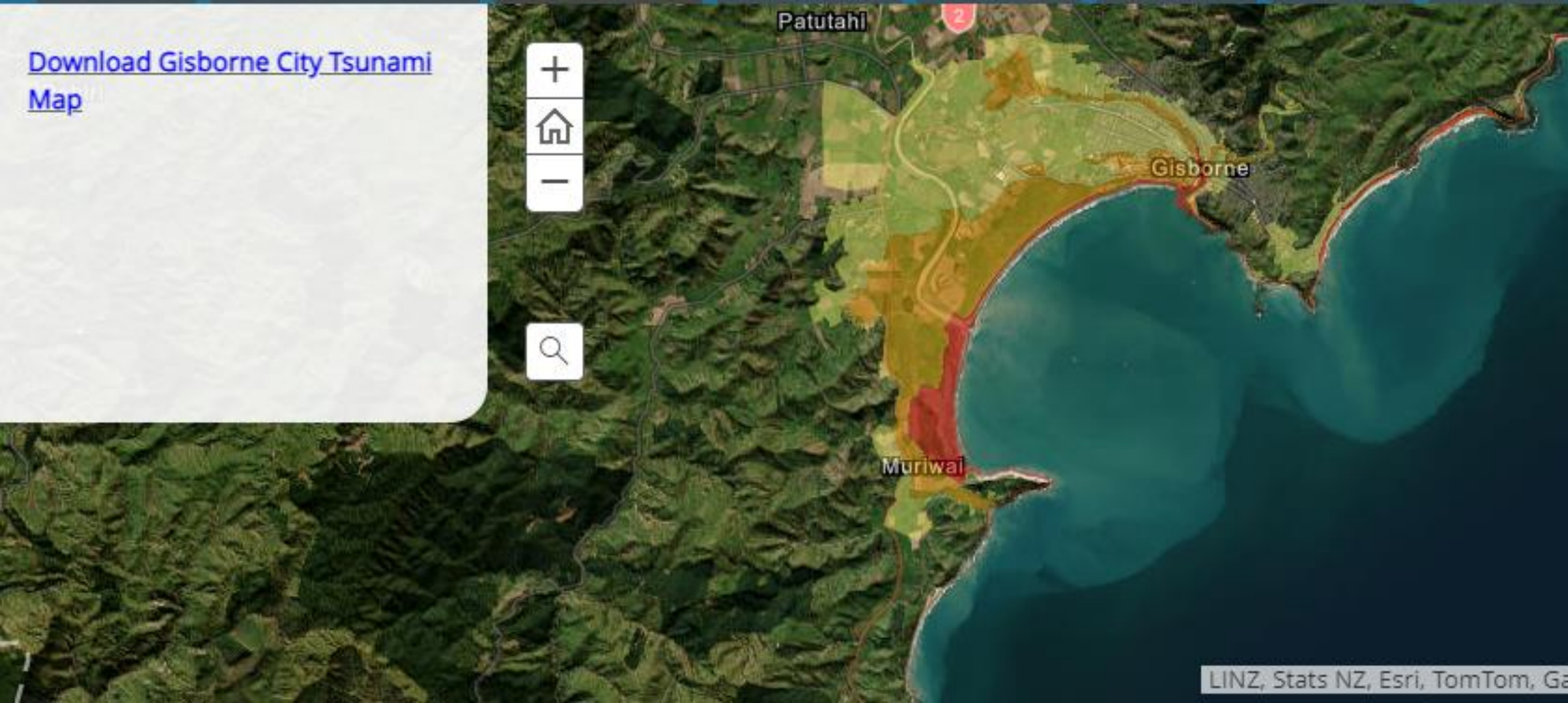
5. Distant Earthquake causing East Cape Tsunami

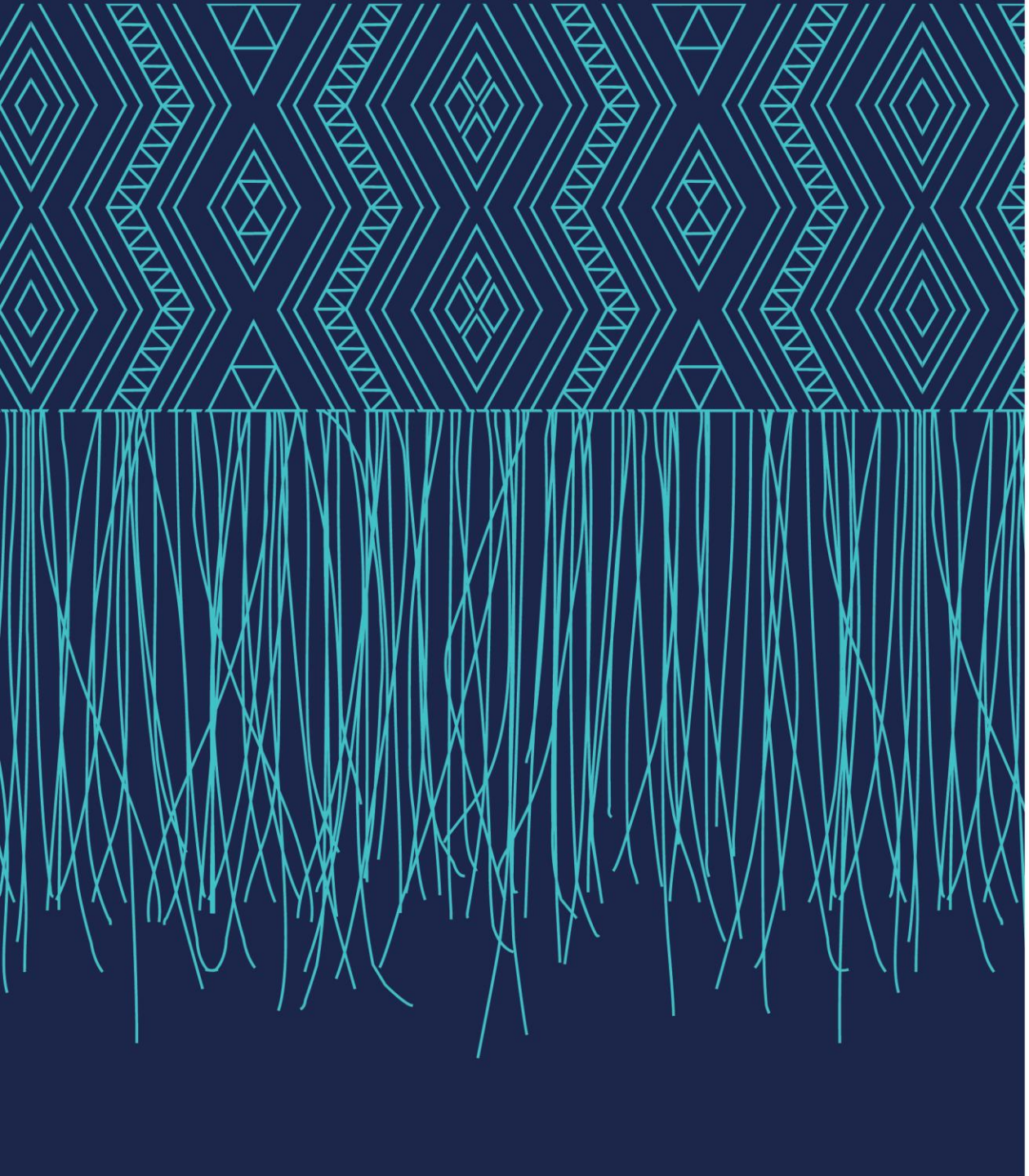


Tairāwhiti Tsunami Evacuation

Overview | Evacuation Routes | Gisborne City | Anaura Bay | East Cape | Hicks Bay | Muriwai | Pouawa

[Download Gisborne City Tsunami Map]

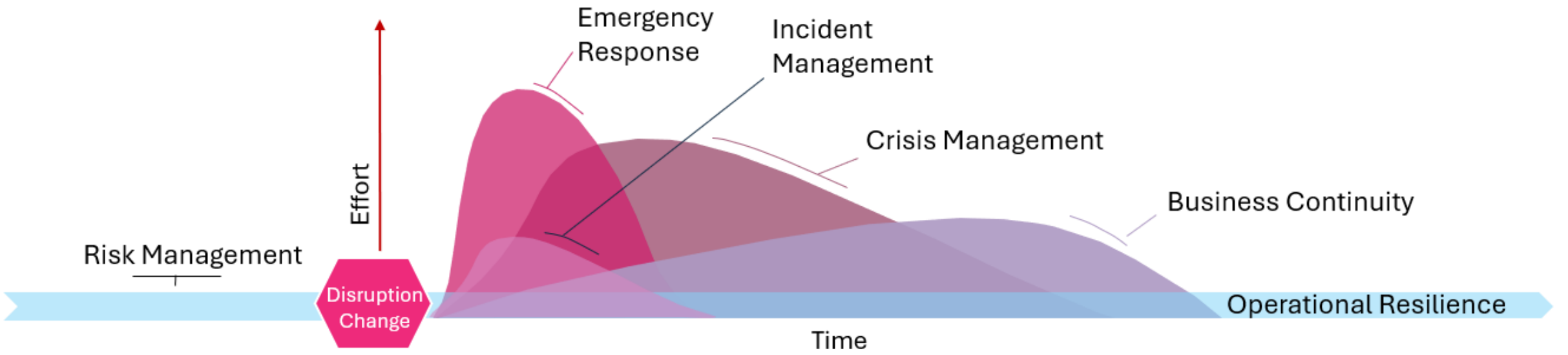




Approaches to Emergency Management

Organisational Resilience

Proactive Posture	Unity of Purpose	Strategic Foresight	Exercise Management	Silo Mentality	Knowledge Management	Resource Management	Collaboration	Employee Engagement	Creativity and Innovation	Situational Awareness	Decision Making	Leadership



Emergency Management

REDUCTION	READINESS	RESPONSE	RECOVERY

Organisational Resilience

The ability of an organisation to absorb and adapt in a changing environment

(ISO 22316 :2017)

Cultural and behavioural:

- collective capability of maturity across interconnected organisational behaviours
- building agility and adaptability into all aspects of the organisation
- adaptive capacity as an enabler to the operational preparedness and response activity
- **Organisational resilience is an outcome**, not a defined approach

Operational Resilience

The ability of an organisation to prevent, adapt, respond to, recover, and learn from operational disruptions

Business Continuity Institute, 2024

Operational Focus:

- Understanding the end-to-end process for critical functions
- Embedding safeguards at each step in process
- Adaptability built through the layering of safeguards at each step

REDUCTION

READINESS

RESPONSE

- Emergency Response Planning
- Incident management
- Business Continuity
- Crisis Management
- IT DR

RECOVERY

Emergency Response Planning

Protects people, places, and assets from predicatable events, eg fire, earthquake, volcanic eruption.

Typically spans the first 45-60 minutes of a disruptive event.

NOT the same as Emergency Management.

- Prescriptive
- Focused
- Task oriented
- Implemented by warden systems
- Tactical in nature

- ERP requies people to follow instructions and act predictably. No thinking and/or discussion should be required.

Incident management (IM)

Operational management of an ongoing event.

It is a structured process of severity and impact assessment leading to actions to monitor and respond to an event.

- The view of middle to senior leadership reporting to Crisis Management team.
- Structured team (IMT), led by Incident Controller, informed by IM plan
- **Team situational awareness is crucial to managing evolving situations**
- Follows a predictable process for consistent response
  - Incident assessments
  - Action Planning
  - Re-assessment of incident

Crisis Management (CM)

Describes how an organisation protects its reputation during a disruptive event.

It achieves this through horizon scanning and careful comms.

- The responsibility of senior / executive leadership
- Takes a strategic view
- Informed by Incident Management
- NOT involved in the day to day decision making of the detail of the response

Business Continuity (BC)

The activity which ensures the continuity of critical services and the prioritised recovery of other identified services.

The BCI provides the operational interpretation of the ISO and is global best practice.

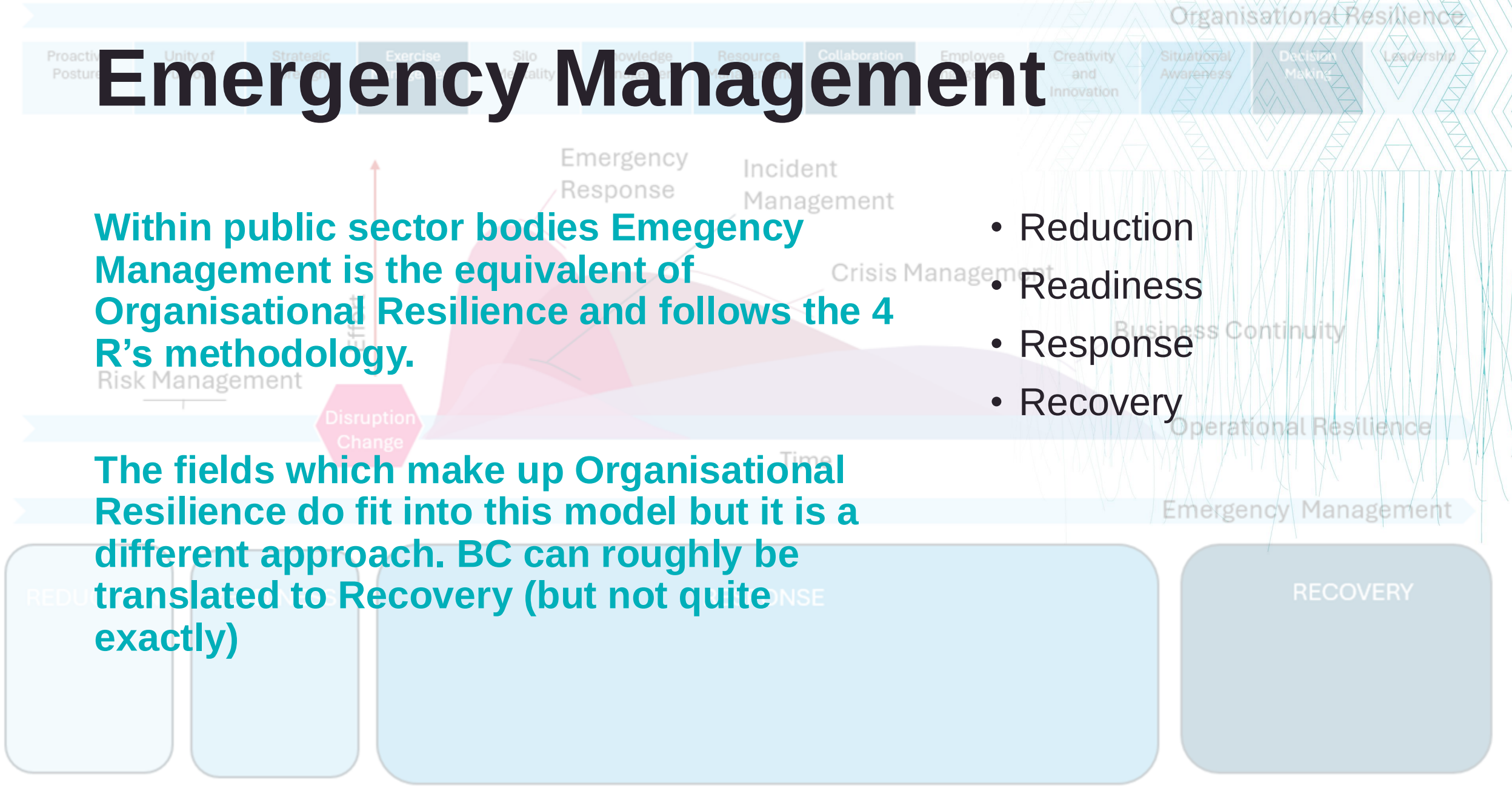
- Is the view of mid to senior level leadership
- Structured process for BC management, described in the BCI lifecycle (see next slide)
- BC plans are dynamic in use and a BC response will depend upon the effected processes.
- Most closely related to the Recovery ‘R’ in Emergency Management

Emergency Management

Within public sector bodies Emegency Management is the equivalent of Organisational Resilience and follows the 4 R's methodology.

- Reduction
- Readiness
- Response
- Recovery

The fields which make up Organisational Resilience do fit into this model but it is a different approach. BC can roughly be translated to Recovery (but not quite exactly)

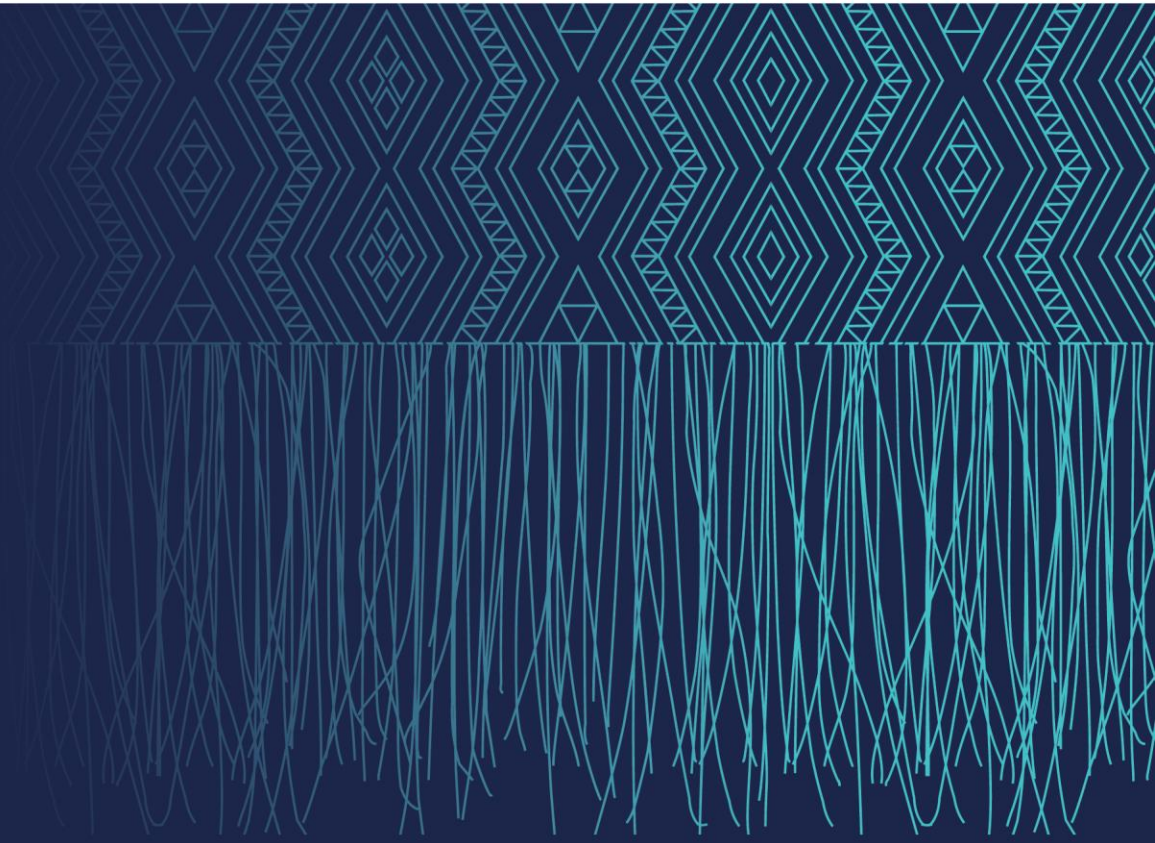


Expectations Pre event

- Understanding of risk landscape, and what that means for your facility
- Undertake robust planning with a view to your risk landscape
- Train staff in response
- Exercise your plans
- Learn from Exercises or actual events and re incorporate learning
- Tap into available resources

Expectations during an event

- Be able to maintain services for 3-5 days
- Communicate needs and problems early
- Answer requests for information as soon as practicably possible.
- When able the health system will be responsive to ARC needs

Patai?

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