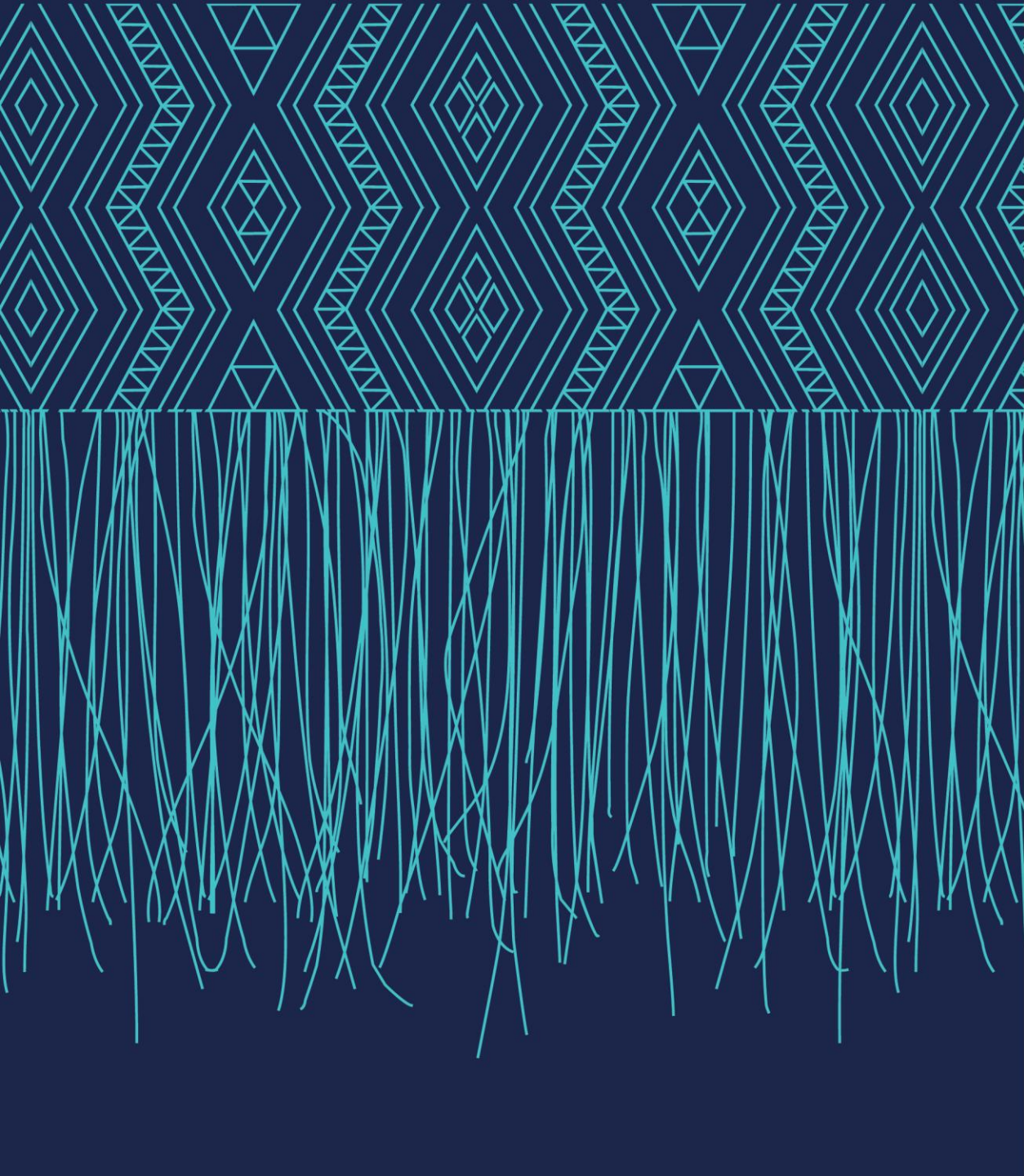


Resilience, Emergency Management & Business Continuity in the Aged Care Sector

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

National BC

National Intel

Manager 4R's

Commissioning

PH NEMT

Advisors x 2

Intel Analyst

Reduction

4 Regional Emergency Managers

4x BCM

4x REM

Readiness & Response

Resilience Advisors

D&D EM

Security

Recovery

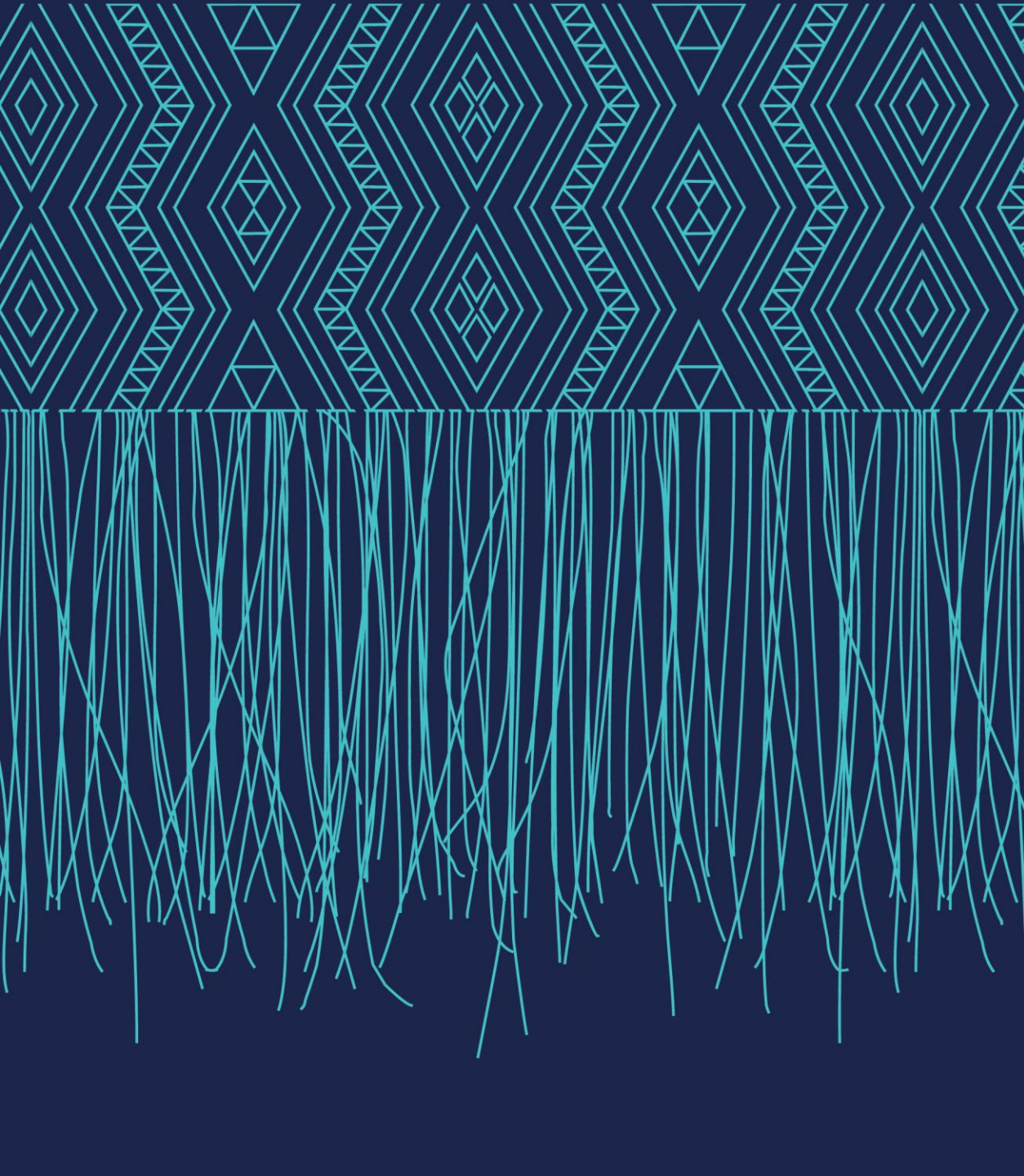
District EM Leads Leads

Cyber

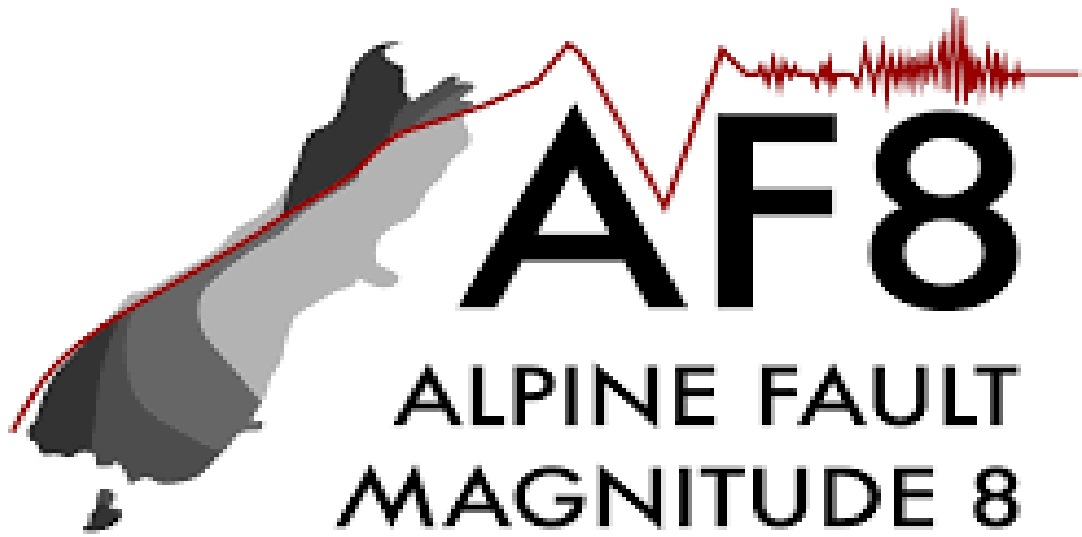
Advisors x 2

HSS

Community



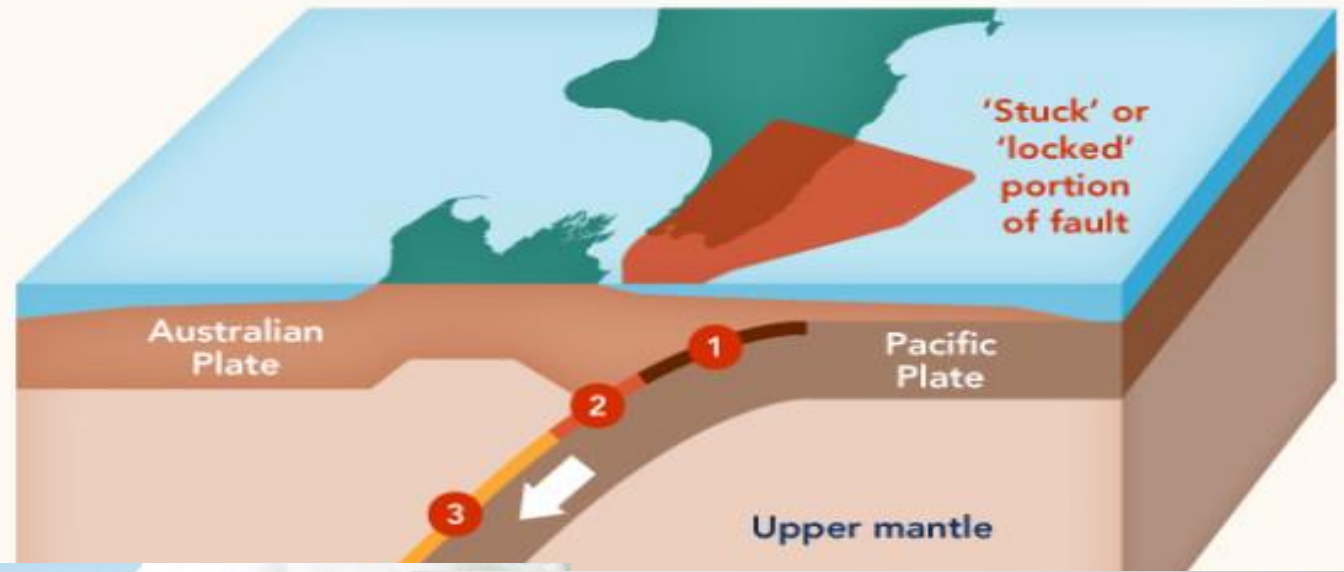
NZ Risk Landscape



AF8

ALPINE FAULT MAGNITUDE 8

Hikurangi subduction zone



TSUNAMI EVACUATION INFORMATION

LONG, STRONG, GONE **WALK, DON'T DRIVE!**



The 3 key survival facts:

- 1 A tsunami may arrive 50 minutes after a major earthquake. Don't wait for an official warning.
- 2 Get to a safe location or leave the evacuation zones immediately. Safe areas are shown in green on the map.
- 3 Evacuate on foot. Roads will block very quickly. Take your emergency pack. Tsunami flooding can last for many hours.

How will I know a tsunami is coming?

- If an earthquake feels **LONGER** than a minute.
- Is **STRONG** enough to knock you off your feet.
- Treat **GO** zones as if you are to higher ground.
- Local or strange noise, sudden changes in sea level or water draining away from the shore can also be signs of a tsunami.

Tsunami evacuation zones - red, orange, yellow

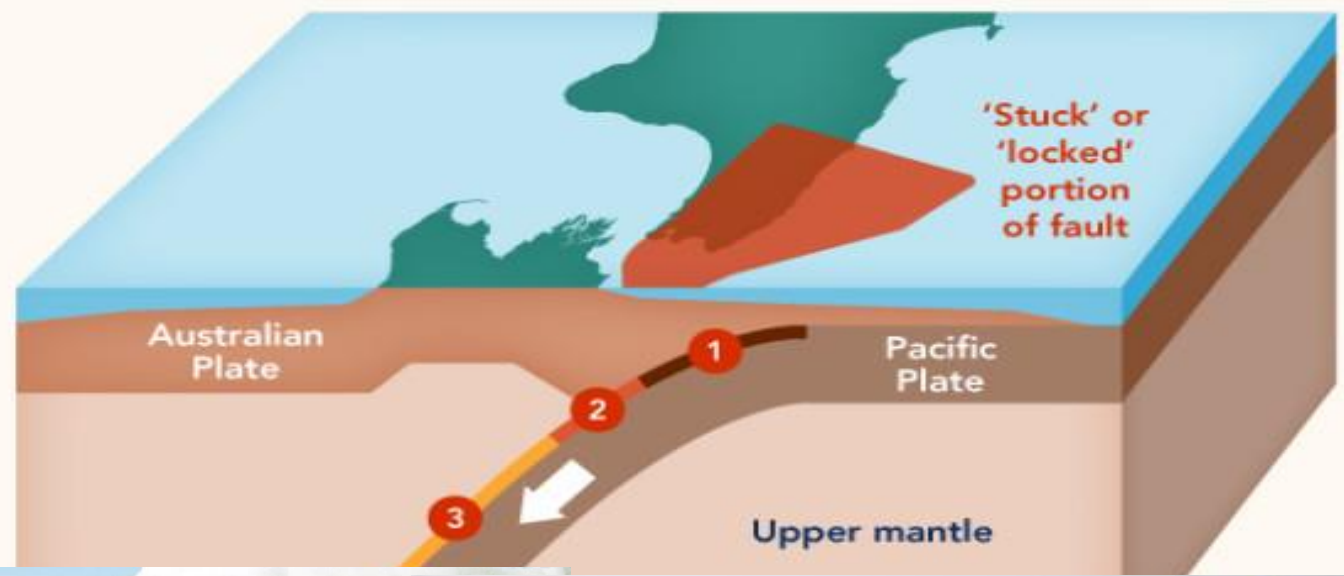
- Red zone** - You should always evacuate the red zones if there is any sort of tsunami warning, even if it is just a text from your friends.
- Orange zone** - In a formal evacuation for a tsunami that is more than 2 hours away, Civil Defence may ask you to move from this zone into the yellow zone.
- Yellow zone** - A devastating local ocean tsunami will probably affect the yellow zone. There will be no time for official warnings. After a major earthquake it will take about 50 minutes for the tsunami to reach the coast, give another 30 minutes to flood the yellow zone.

Subscribe to emergency alerts at www.bopcivildefence.govt.nz

1. Alpine Fault Earthquake of 8.2 or greater



Hikurangi subduction zone



TSUNAMI EVACUATION INFORMATION

LONG, STRONG, GONE **WALK, DON'T DRIVE!**

The 3 key survival facts:

- 1 A tsunami may arrive 50 minutes after a major earthquake. Don't wait for an official warning.
- 2 Get to a safe location or leave the evacuation zones immediately. Safe areas are shown in green on the map.
- 3 Evacuate on foot. Roads will block very quickly. Take your emergency pack. Tsunami flooding can last for many hours.

How will I know a tsunami is coming?

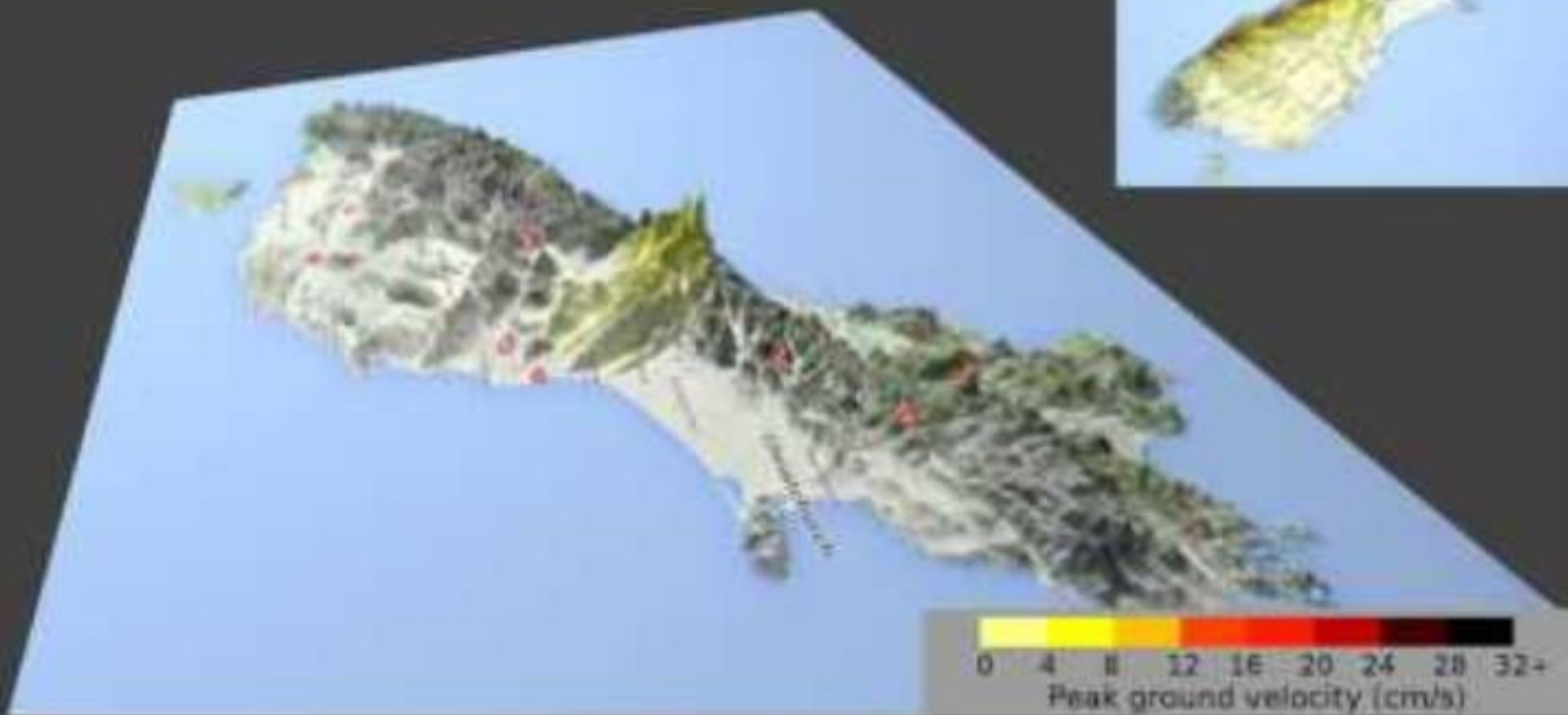
- If an earthquake lasts **LONGER** than a minute.
- Is **STRONG** enough to knock you off your feet.
- Treat **GO** zones as if you are to higher ground.
- Local or strange noise, sudden changes in sea level or water washing away from the shore can also be signs of a tsunami.

Tsunami evacuation zones - red, orange, yellow

- Red zone** - You should always evacuate the red zones if there is any sort of tsunami warning, even if it is just a text from your friends.
- Orange zone** - In a formal evacuation for a tsunami that is more than 2 hours away, Civil Defence may ask you to move from this zone into the yellow zone.
- Yellow zone** - A devastating local ocean tsunami will probably affect the yellow zone. There will be no time for official warnings. Evacuate to reach the coast, give another 30 minutes to flood the yellow zone.

Subscribe to emergency alerts at www.bopcivildefence.govt.nz

Rupture time 1:48

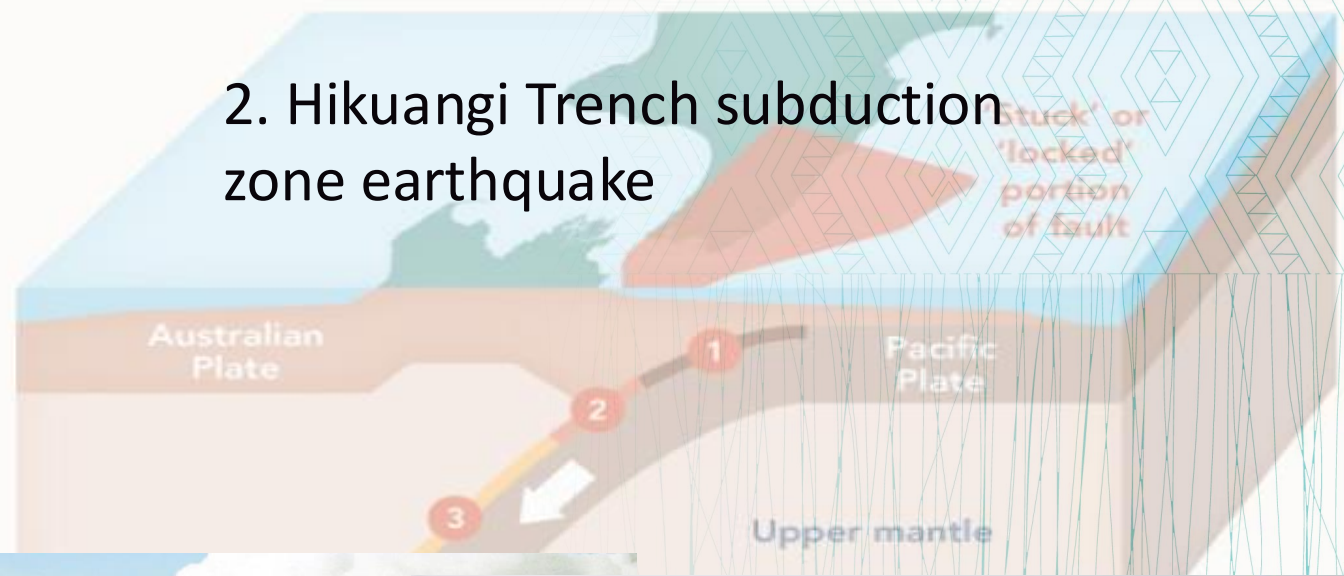


1. Alpine Fault Earthquake of 8.2 or greater



Hikuangi subduction zone

2. Hikuangi Trench subduction zone earthquake



TSUNAMI EVACUATION INFORMATION

LONG, STRONG, GONE **WALK, DON'T DRIVE!**

The 3 key survival facts:

- 1 A tsunami may arrive 50 minutes after a major earthquake. Don't wait for an official warning.
- 2 Get to a safe location or leave the evacuation zones immediately. Safe areas are shown in green on the map.
- 3 Evacuate on foot. Roads will block very quickly. Take your emergency pack. Tsunami flooding can last for many hours.

How will I know a tsunami is coming?

- If an earthquake lasts **LONGER** than a minute,
- Is **STRONG** enough to knock you off your feet,
- Then **GO**, move inland or to higher ground.
- Local or strange noise, sudden changes in sea level or water washing away from the shore can also be signs of a tsunami.

Tsunami evacuation zones - red, orange, yellow

- Red zone** - You should always evacuate the red zone if there is any sort of tsunami warning, even if it is just a text from your friends.
- Orange zone** - In a formal evacuation for a tsunami that is more than 2 hours away, Civil Defence may ask you to move from this zone into the yellow zone.
- Yellow zone** - A devastating local ocean tsunami will probably affect the yellow zone. There will be no time for official warnings. Evacuate to reach the zone, give another 30 minutes to flood the yellow zone.

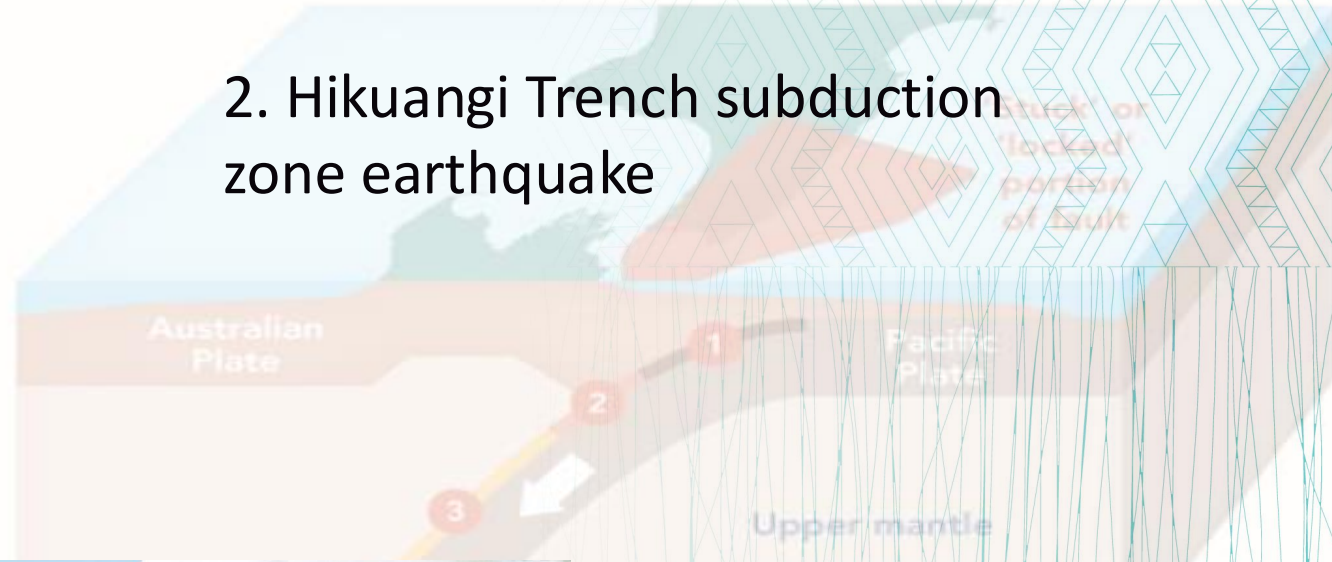
Subscribe to emergency alerts at www.bopcivildefence.govt.nz

1. Alpine Fault Earthquake of 8.2 or greater



Hikuangi subduction zone

2. Hikuangi Trench subduction zone earthquake



3. Mt Taranaki eruption

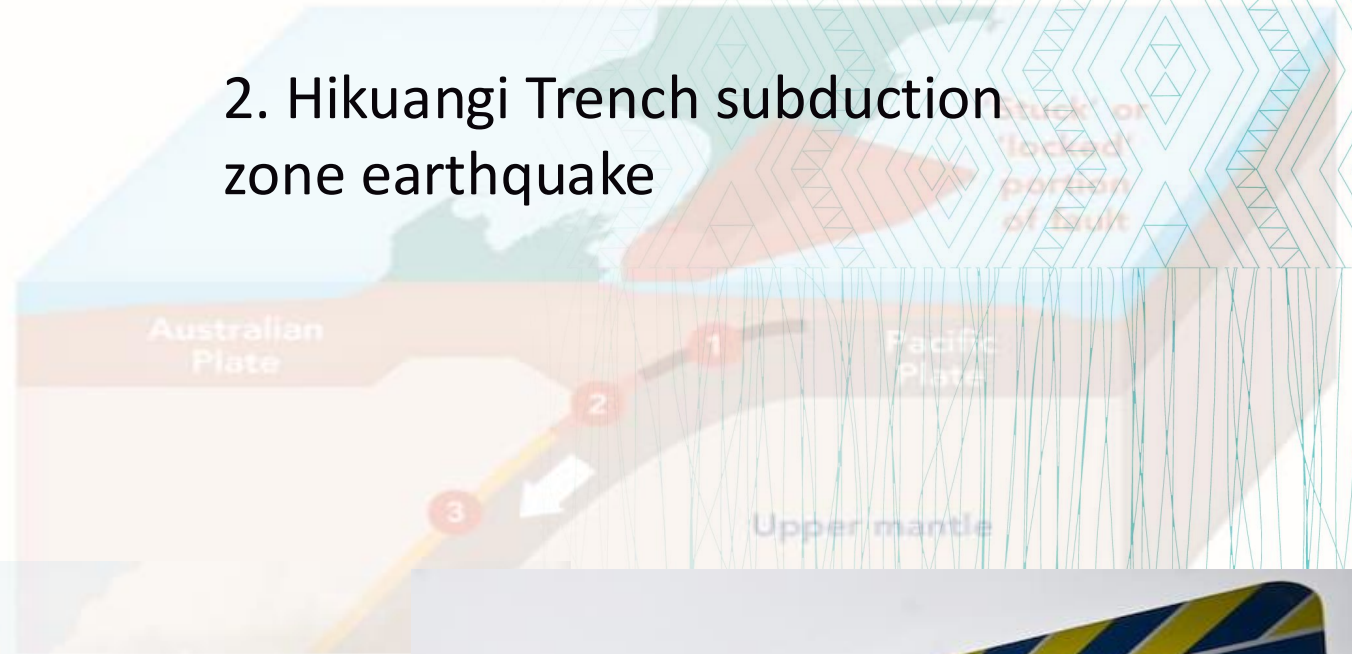


1. Alpine Fault Earthquake of 8.2 or greater



Hikuangi subduction zone

2. Hikuangi Trench subduction zone earthquake



3. Mt Taranaki eruption



4. Auckland Volcanic Field eruption

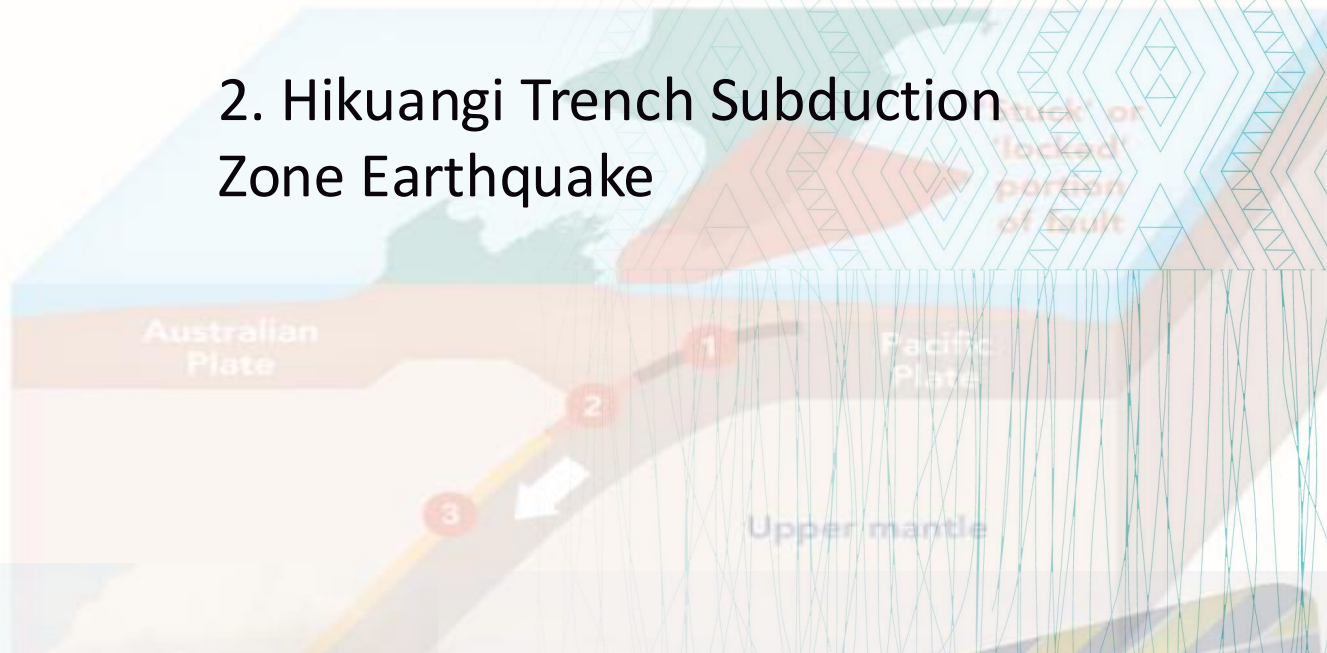


1. Alpine Fault Earthquake of 8.2 or Greater



Hikurangi subduction zone

2. Hikurangi Trench Subduction Zone Earthquake



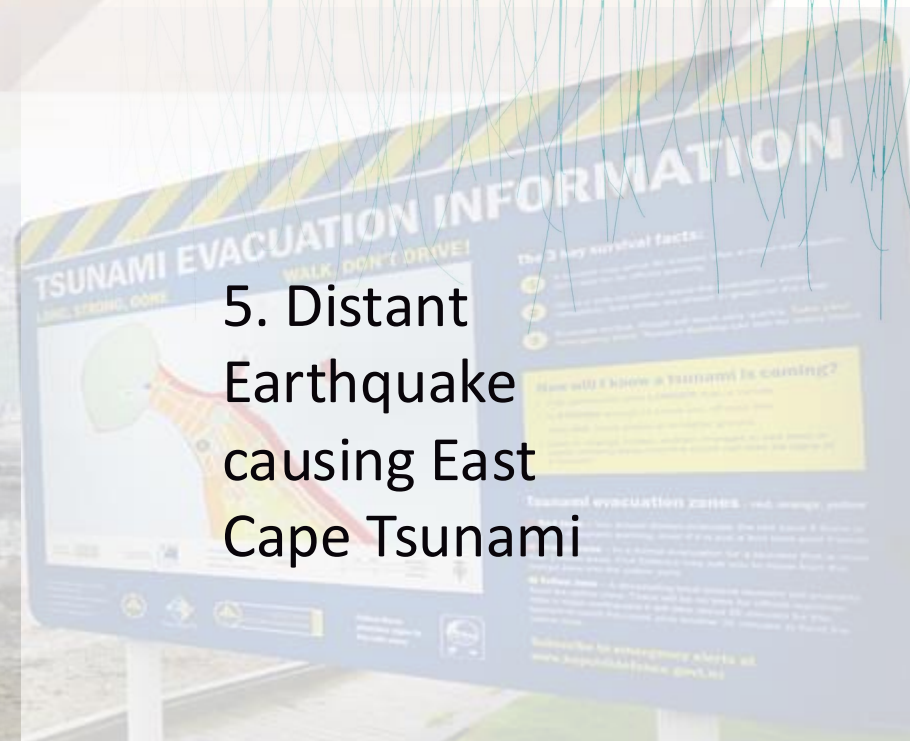
3. Mt Taranaki Eruption



4. Auckland Volcanic Field Eruption



5. Distant Earthquake causing East Cape Tsunami



Tairāwhiti Tsunami Evacuation

Overview

Evacuation Routes

Gisborne City

Anaura Bay

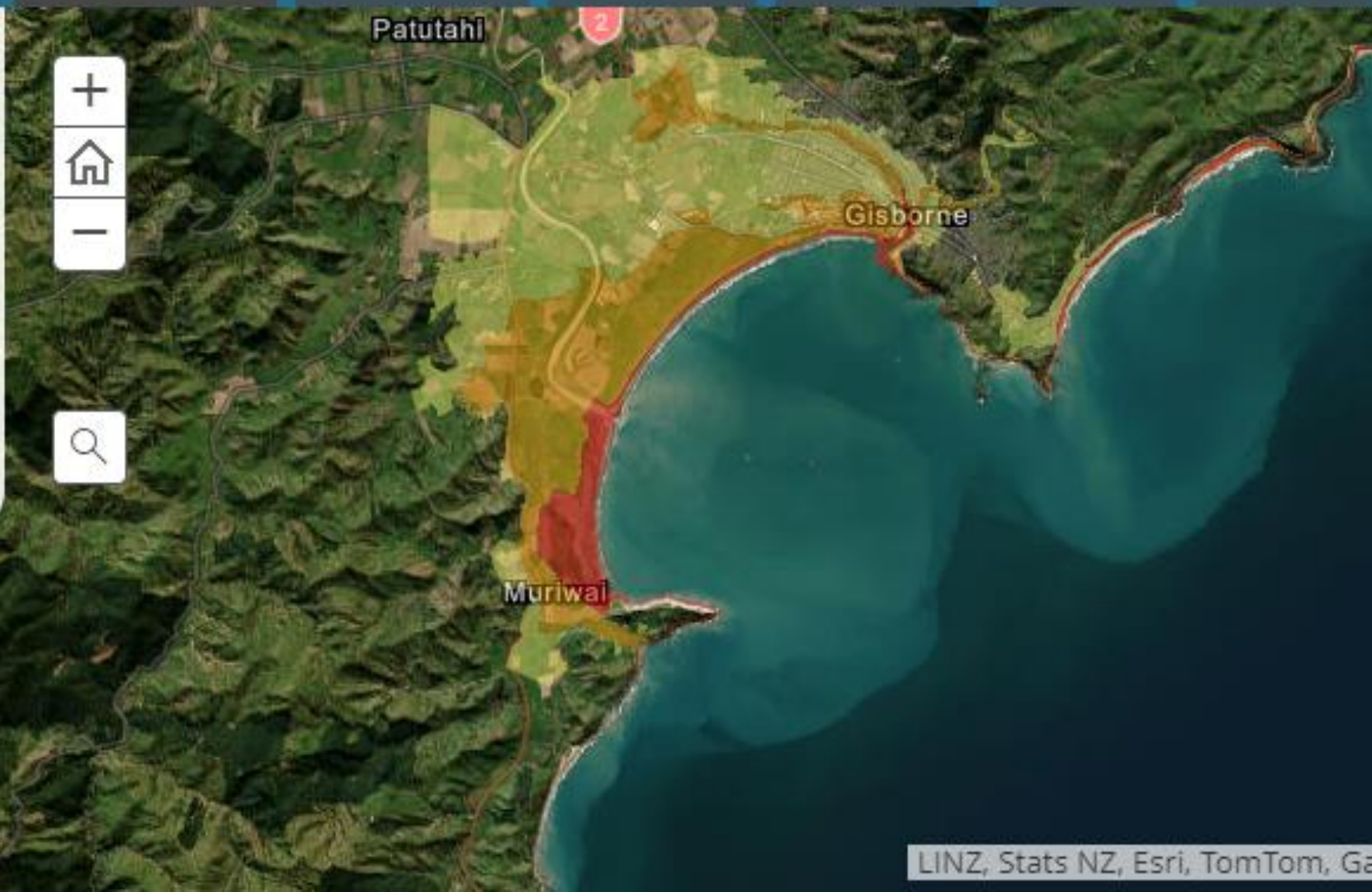
East Cape

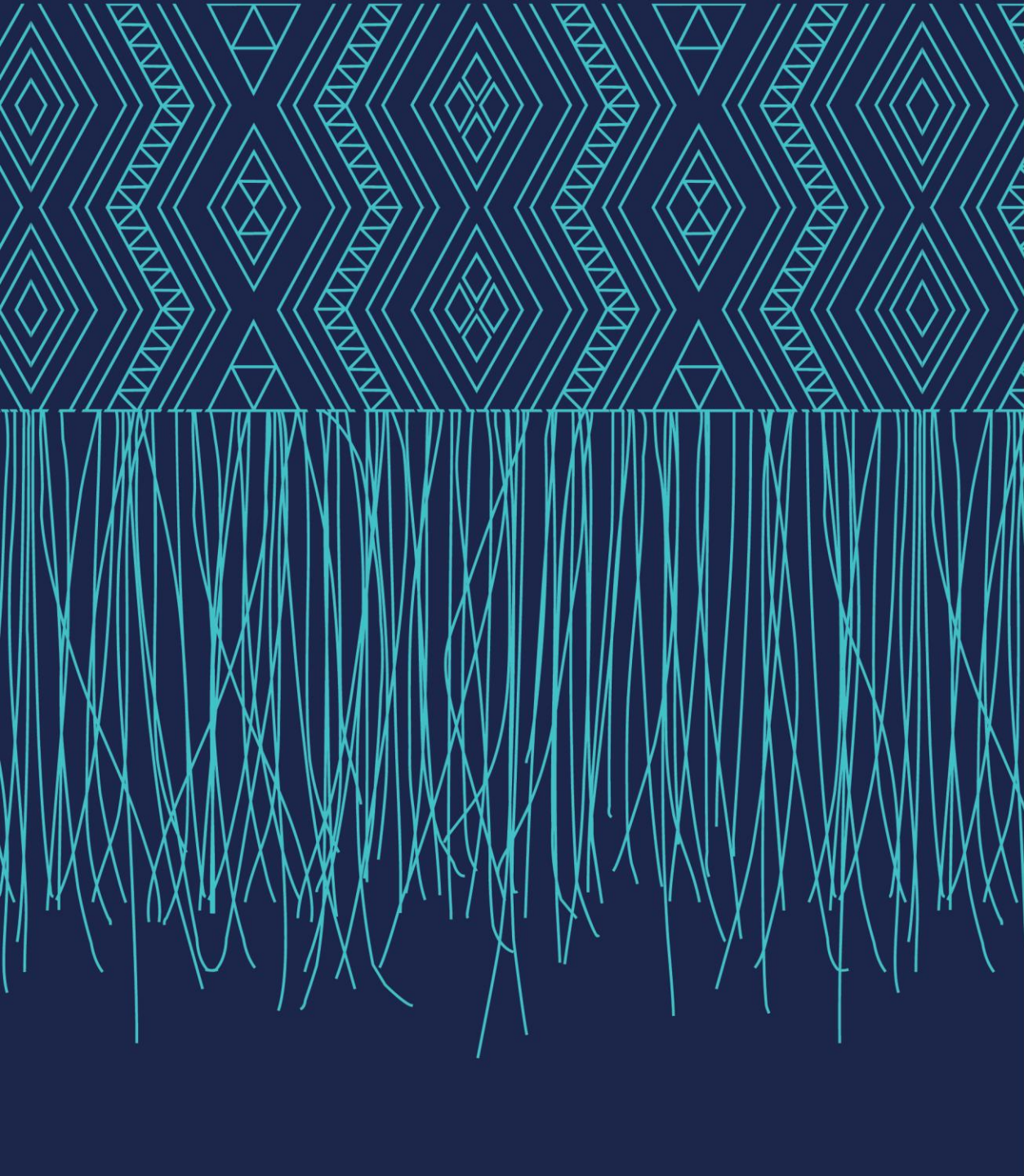
Hicks Bay

Muriwai

Pouawa

[Download Gisborne City Tsunami Map](#)

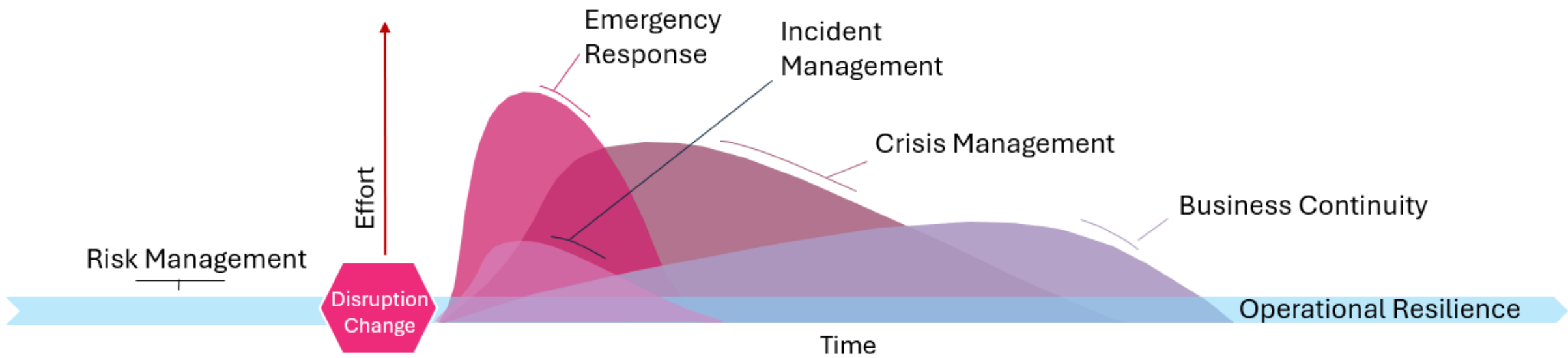




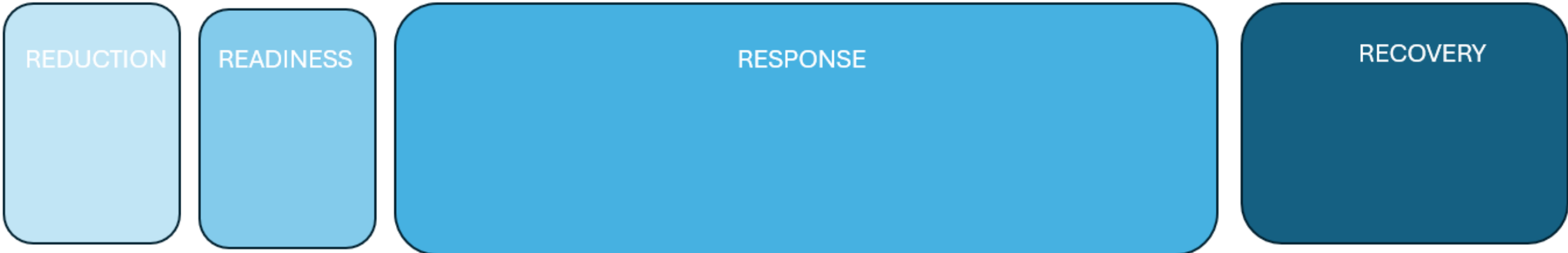
Approaches to Emergency Management

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



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

REDUCTION

READINESS

RESPONSE

RECOVERY

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

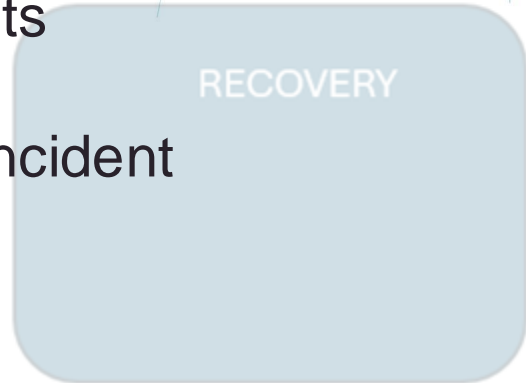
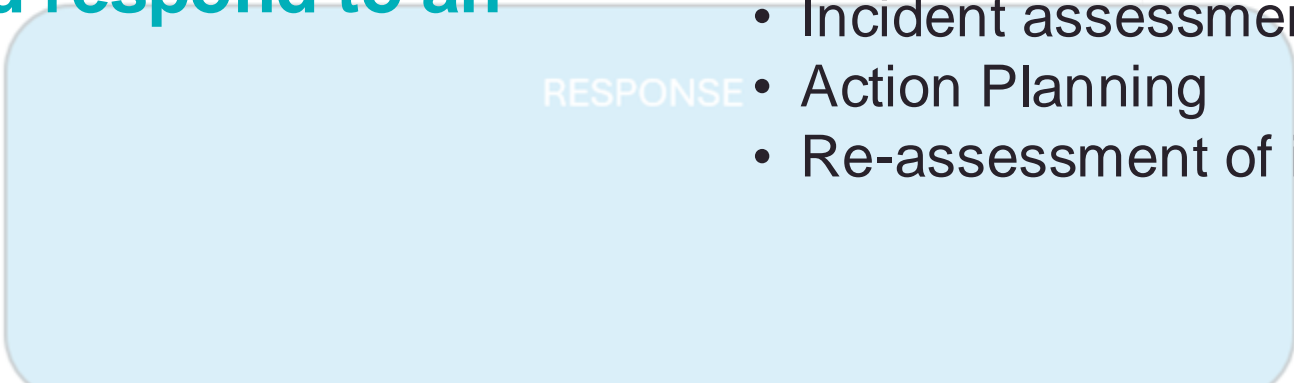
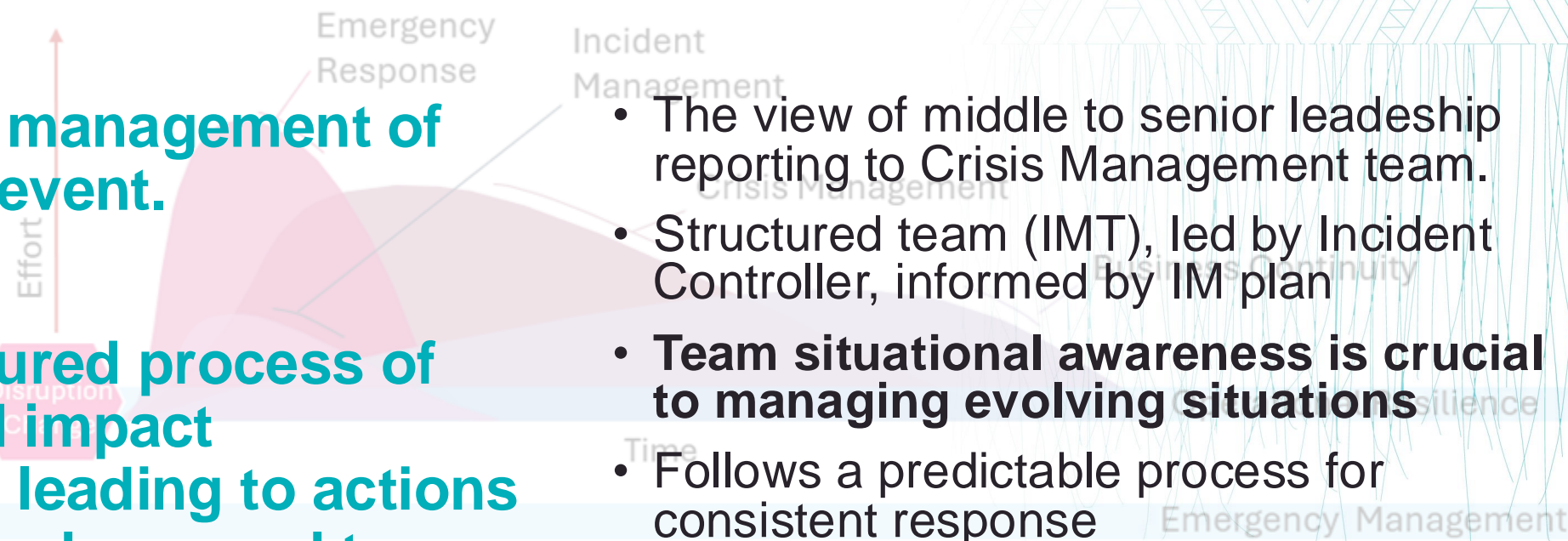
- ERP requires people to follow instructions and act predictably. No thinking and/or discussion should be required.

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

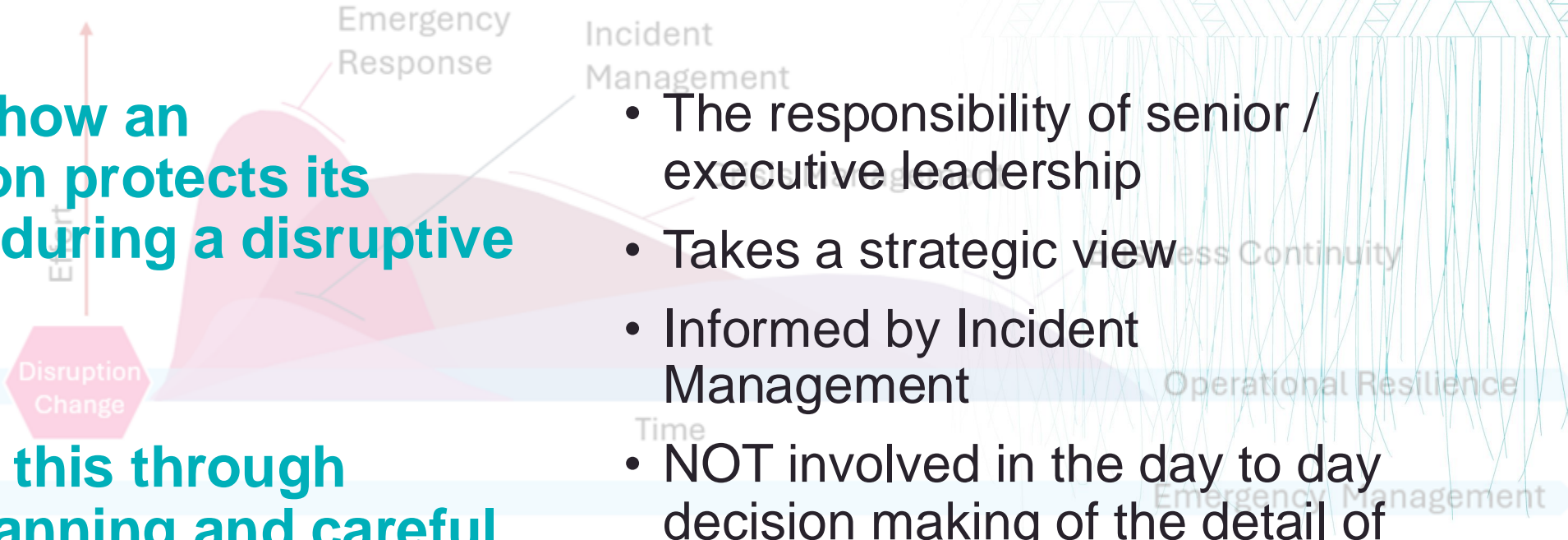
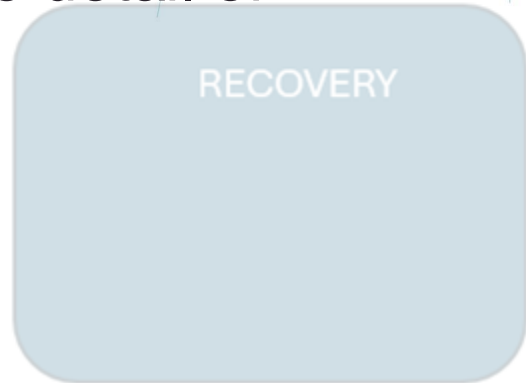
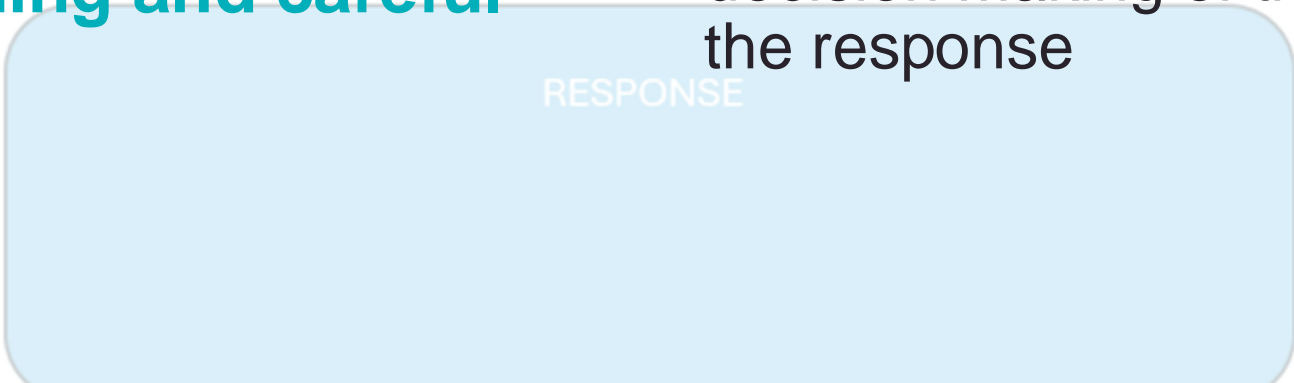
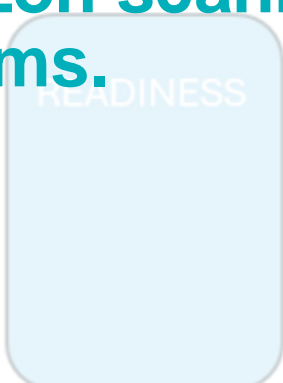


Crisis Management (CM)

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

REDUCTION

READINESS

RESPONSE

RECOVERY

Disruption

Risk Management

Emergency Response

Incident Management

Crisis Management

Time

Situational Awareness

Decision Making

Leadership

Creativity and Innovation

Collaboration

Resource

Knowledge

Mental

Exercise

Strategic

Unity of Purpose

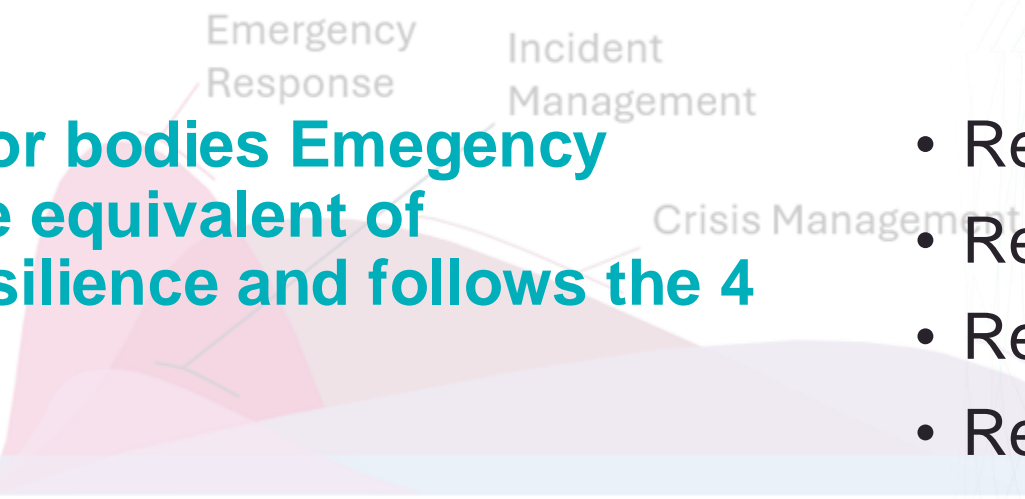
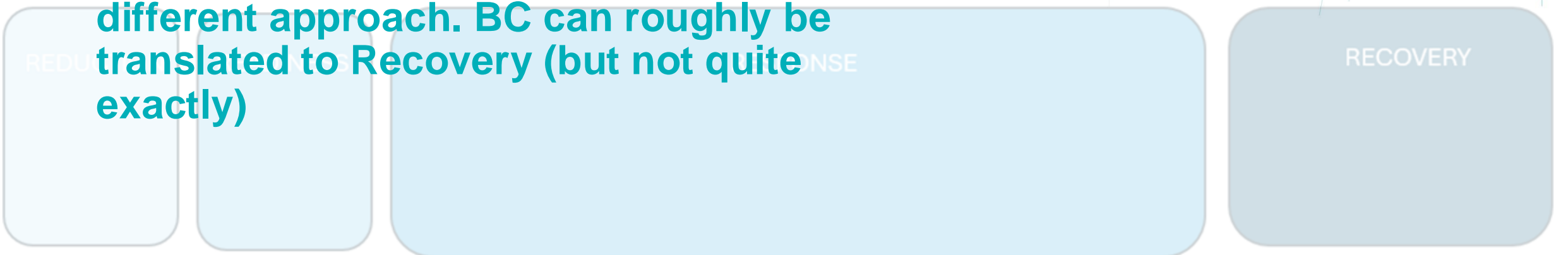
Proactive Posture

Emergency Management

Within public sector bodies Emergency 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?

Te Whatu Ora

Health New Zealand

