Crisis Management Plan

Health Support Queensland

Version 2.00

Queensland
Government

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

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Version history

Version	Date	Author	Description
1.00	21/12/2016	Risk Manager (C Abante)	Approved by Chief Executive Officer (G Uhlmann)
1.01	11/12/2017	Acting Risk Manager (K Walsh)	Revised draft
1.02	15/12/2017	Acting Director Governance, Risk & Assurance (M Speter)	Minor revisions to draft. Submitted to Acting Chief Executive Officer (Dr P Bristow) for comment.
1.03	02/02/2018	Acting Director Governance, Risk & Assurance (M Speter)	Minor revisions to draft reflecting retitled Executive Leadership Team, and current membership.
1.04	29/03/2018	Acting Risk Manager (K Walsh)	Revisions from ELT feedback .
1.05	09/04/2018	Acting Director Governance, Risk & Assurance (M Speter)	Finalised References list and revised appendices formatting.
2.00		Acting Director Governance, Risk & Assurance (M Speter)	Approved version incorporating a revision request from the Chief Executive Officer (Dr P Bristow), and updated contact arrangements communicated by the Health Disaster Management Unit

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Document sign-off

Approval

The following officer has **approved** this document

Name: Dr Peter Bristow

Position: Chief Executive Officer, Health Support Queensland

Signature: _____   *Date:* _____

Endorsements

The HSQ Executive Leadership Team (ELT) reviewed and endorsed this document at its Executive Compliance and Risk Committee meeting of 12 February 2018, subject to the final edits that have been incorporated in the current version.

In addition to Dr Bristow (then Acting CEO), other ELT members at that meeting were:

- Philip Hood (GM Payroll Portfolio)
- Michel Lok (GM Strategy, Community and Scientific Support)
- Shaun Nesbitt (Chief Information and Technology Officer)
- Patsy Purtill (Acting GM Finance and Business Services)
- Stuart Rodney (Chief Operating Officer)
- Andria Wyman-Clarke (Acting GM People Performance and Excellence)

Distribution list

- Incident Management Team (Health Support Queensland)
- Director, Risk and Business Continuity (Department of Health)
- Director, Health Disaster Management Unit (Department of Health)

References

A number of Acts, policies, standards and other controlled documents provide for the roles and responsibilities for crisis, disaster and emergency management. The HSQ Crisis Management Plan supports these.

Health Services Directives are included in this list because although they apply to Hospital and Health Services (HHSs), they also reference interface/contact with the Department of Health (the department).

Legislation, Policy, Standards and Directives
Queensland Disaster Management Act 2003 (current as at 3 July 2017)
Fire and Emergency Services Act 1990 (as amended)
Public Health Act 2005 (as amended)
Public Safety Preservation Act 1986 (as amended)
Work Health and Safety and Other Legislation Amendment Act 2017
Management of a public health events of state significance – Health Service Directive #QH-HSD-046:2014
Disasters and Emergency Incidents – Health Service Directive #QH-HSD-003:2017
Disasters and Emergency Incidents Policy #QH-POL-315:2018
Disasters and Emergency Incidents Standard #QH-IMP-315-2:2018
Business Continuity Management Standard #QH-IMP-070-2:2017

Other Controlled Documents
Department of Health Crisis and Continuity Plan (November 2017)
Queensland Health Disaster and Emergency Incident Plan (June 2016)
Queensland Health Incident Management System Guideline (June 2016)
Queensland Health Business Continuity Management Guideline (2017)
HSQ internal business continuity plans (various)

Contents

1.   Introduction

The Chief Executive Officer (CEO) of Health Support Queensland (HSQ) has primary responsibility for effectively managing any crisis that might adversely affect HSQ's critical functions.

A crisis will generally develop over a period of time, creating a situation in which HSQ's normal operational and support services may become overwhelmed. During a crisis, HSQ requires processes and procedures that enable it to formulate a coordinated, HSQ-wide response to a critical event and then effectively manage the organisation's recovery.

A Crisis Management Plan should not be confused with either a Business Continuity/Disaster Recovery Plan or an Emergency Management Plan.

A Crisis Management Plan is **strategic** and addresses how an organisation such as HSQ responds **as a whole** to a disruptive event. It enables a nominated incident management team, usually comprising senior business leaders, to coordinate the organisation's overall response and recovery.

Business Continuity Plans (BCPs) and Disaster Recovery Plans (DRPs) are **operational**, addressing how critical functions within an organisation respond to, and continue to operate following, a disruptive event. HSQ maintains a number of function-specific BCPs. DRPs most-commonly relate to ICT service continuity.

Emergency Management Plans are **tactical** and address how activities such as staff evacuation are carried out in the initial moments following a disruptive event.

2.   Purpose of the Plan

The HSQ Crisis Management Plan (the Plan) provides the management structure, key responsibilities, and actions to be followed during and immediately after the occurrence of a critical event. The Plan addresses the prerequisites to enable HSQ's response in a situation in which normal operations are interrupted and special measures must be taken to:

- protect and preserve human life, health and wellbeing
- maintain staff, client and customer contact and confidence
- minimise loss, damage or disruption to HSQ's facilities, resources and operations
- manage immediate communications and information regarding crisis response operations and safety
- resume critical business activities as quickly and efficiently as possible
- meet statutory, legislative and Queensland public healthcare sector obligations.

The Plan does not supersede or replace the procedures for safety, hazardous materials response or other procedures that are already in place within the wider Department of Health (the department) and/or HSQ. The Plan complements those procedures with a incident management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

3.   Responsibility

The CEO has overall responsibility for the establishment and operation of the Plan. The HSQ Executive Leadership Team (ELT) is responsible for monitoring and reviewing the Plan to ensure that it adequately supports organisational needs.

4.   Recognising a crisis

A crisis is a situation that may be triggered by a physical emergency (such as a fire, flood or cyclone). However, most crises evolve gradually from less dramatic events. As such, a 'crisis' is not generally referred to as a 'disaster', which tends to happen suddenly.

A crisis may also be triggered by internal or external issues such as public safety, health concerns, major fraud, mismanagement or controversial activities. Routine or seemingly harmless activities may develop into a crisis after attracting the attention of government, regulators, interest groups, the public or the media. In addition, a simple emergency or minor issue can be turned into a crisis by being insensitively or poorly managed.

Crises may escalate very rapidly. They will almost always involve media interest on a national scale and they will frequently be driven by perceptions rather than facts.

5.   Plan activation

The Plan may be activated by the CEO (as Incident Controller—see section 6) or delegate, whenever conditions exist in which normal operations cannot be performed and immediate action is required. Conditions may include:

- a critical service at risk of, or experiencing major disruption
- a serious environmental threat to health and safety, which may compromise service delivery—such as extreme weather, fire, communicable disease, bomb threat or hazardous materials
- harm or risk of harm to individuals
- the threat of disruption to utilities—such as power, telephone, ICT network—that is likely to impact service delivery
- a situation having a direct or potential impact on the public
- the State Health Emergency Coordination Centre (SHECC) standing up.

In response to an incident or issue, an Incident Management Team (IMT)[1] may be convened. Members of the team may be drawn from the HSQ senior leadership and specialists across HSQ. The IMT may direct the establishment of operational teams to provide support or handle aspects of the emergency or crisis.

The principle of 'prudent over-reaction and rapid de-escalation' applies when considering the level of activation of an IMT. It is easier and usually more effective to scale down an over-reaction than it is to ramp up from an under-reaction.

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[1] The term Incident Management is used for consistency with SHECC terminology.

Where an immediate emergency response to a health and safety risk is required, the arrangements in the relevant HSQ business emergency response plan will apply.

Where no immediate response is required, or where an emergency has ongoing effects, activation of the Plan is at the discretion of the CEO (as Incident Controller) or delegate.

6. Incident Management Team (IMT)

6.1 Role descriptions

The IMT comprises HSQ staff, prepared to evaluate a crisis and develop strategies to ensure staff safety and minimise the impact to business operations. Membership will vary depending on the nature of the crisis and will be determined by the Incident Controller. The team will make strategic decisions to respond to and manage a crisis.

IMT roles, in alphabetical order, are described below. Appendix 1 lists the HSQ organisational positions to which IMT roles are allocated.

IMT role	Description
Administration Officer	Organise immediate activities and perform the role of secretariat for the IMT. Maintain an accurate event log and ensure effective record keeping throughout the incident.
Business Continuity Officer	Contribute to analysis of the crisis and the creation and implementation of the immediate action plan. Perform post analysis of crisis management and implement improvements for future management.
Communications Officer	Under direction from the Incident Controller, develop and distribute timely consistent messages to inform staff and stakeholders of the crisis. The Communications Officer does not liaise with the department's Integrated Communication Branch to coordinate external communications or media releases—that is done by the Operations Officer (see role description below).
Deputy Incident Controller	The Deputy Incident Controller will act in the role of Incident Controller if required.
Facilities Officer	Liaise with Corporate Facilities or the appropriate Building, Engineering and Maintenance Services (BEMS) to provide up-to-date advice in relation to building access and operational site facilities.
Incident Controller	The Incident Controller leads and directs HSQ response in the event of a crisis. The Incident Controller (or delegate) leads the IMT and can activate the Crisis Management Plan.
Operations Officer	The Operations Officer ensures implementation of the agreed action plan by appropriate individuals in response to the requirements of current operations. Liaise with the Integrated Communication Branch to coordinate any external communication or media release.
Risk Officer	Performs analysis of the crisis and advises the Incident Controller of the known scope and impact. The role is dedicated to planning by assessing emerging risks and priorities associated with the crisis and establishing a 24 to 72-hour action plan to be agreed by the IMT.

Depending on circumstances, the IMT may need to interact with the department's State Health Emergency Coordination Centre (SHECC), and other external services.

For emergency response assistance, the IMT may additionally need to liaise and communicate with agencies such as the Queensland Police Service (QPS) and/or the State Disaster Coordination Centre (SDCC). Under such emergency response situations, where the QPS and/or SDCC are leading emergency responses, tactical command becomes a task of the law.

Additionally, the IMT may need to call upon subject matter experts (SMEs) within HSQ or other parts of the department and/or specialist advisors external to the department. SMEs assist in areas of expertise including accommodation, human resource services, information technology, client and service level management and communication. External specialist advisors will typically be representatives of key agencies/forums—e.g. Department of Housing and Public Works Accommodation Office, Queensland Government Disaster Management.

6.2   IMT role activities

6.2.1 Incident Controller

During a crisis, the Incident Controller provides leadership, direction and overall coordination ensuring appropriate staff are informed. Responsibilities include:

- chairing IMT meetings
- activating continuity and business resumption plans as required
- directing and coordinating the overall HSQ response
- conducting assessment of the likely degree and duration of the disruption
- deciding to declare an incident and resume core business activities at an alternative site if required
- ensuring efficient response, continuity operations and recovery procedures occur
- informing the Director-General, senior management, key stakeholders and Hospital and Health Services as appropriate
- maintaining an individual activity log, as required (refer Appendix 2).

6.2.2 Operations Officer

The Operations Officer is responsible for ensuring the implementation of the agreed action plan. Responsibilities include:

- ensuring implementation of the agreed action plan
- monitoring and managing the effectiveness of the response to the requirements of current operations
- liaising with Integrated Communication Branch where required, to ensure a coordinated message and approach to all clients and stakeholders
- providing response updates to the IMT
- maintaining an individual activity log, as required (refer Appendix 2)

6.2.3 Business Continuity Officer

Contribute to analysis of the crisis assisting the Risk Officer and Operations Officer to create and implement the agreed action plan. Perform post-analysis of the crisis management and implement improvements for future crisis management. Responsibilities include:

- assisting with assessment of emerging risks and priorities associated with the crisis
- contributing to the development of the 24 to 72 hour action plan
- liaising with and responding to requests from service areas and stakeholders
- maintaining business continuity documentation and contacts register, providing guidance in the development and maintenance of business resumption plans
- maintaining an individual activity log, as required (refer Appendix 2).

6.2.4 Risk Officer

The Risk Officer analyses the crisis and provides advice to the IMT to enable the creation of an effective action plan. Responsibilities include:

- performing analysis of the crisis and advising the Incident Controller of the known scope and impact
- dedication to planning by assessing emerging risks and priorities associated with the crisis
- establishing a 24 to 72-hour action plan which will require agreement from the IMT
- maintaining an individual activity log, as required (refer Appendix 2).

6.2.5 Communications Officer

The Communications Officer is responsible for liaison with internal and external clients with regard to the planning and preparation of all communication and correspondence in the event of a crisis. Responsibilities include:

- ensuring the Incident Controller approves all communication prior to distribution
- maintaining a record of all crisis communication
- maintaining an individual activity log, as required (refer Appendix 2).

6.2.6 Facilities Officer

The Facilities Officer is responsible for liaison with Corporate Facilities, the appropriate Building, Engineering and Maintenance Services (BEMS) and other appropriate entities to provide up-to-date advice in relation to building access and operational site facilities. Responsibilities include:

- liaising with building facility personnel to provide timely updates relating to site availability
- seeking input from local emergency services if required
- liaising with and responding to requests from service areas and stakeholders
- maintaining an individual activity log, as required (refer Appendix 2).

6.2.7 Administration Officer

The Administration Officer is responsible for coordinating initial activities to prepare the IMT. Responsibilities include:

- acting as the Secretariat for the IMT
- ensuring the IMT can access the Incident Control Centre
- arranging technology and catering if required
- ensuring accurate record keeping occurs

- maintaining the IMT activity log
- maintaining individual activity log, as required (refer Appendix 2).

6.2.8 Incident Management Team members—collective responsibilities

Members are collectively responsible for managing any crisis. Responsibilities include:

- convening as required and making decisions aligned to full restoration of business functionality
- implementing emergency plans and procedures which can include prevention, preparedness, response and recovery strategies
- identifying key internal and external stakeholders and develop strategies for ongoing communication with these stakeholders
- seeking input from local emergency services, if required, to ensure plans provide a coordinated response (seeking input of emergency response groups during the initial planning stages helps build relationships and identify opportunities for sharing information, resources and training)
- maintaining individual activity logs, as required (refer Appendix 2)
- participating in relevant training and exercises.

6.3   Responsibilities (ARCI matrix)

The following illustration describes which key roles in incident management are:

A: Accountable for the quality and end result of the activity.
R: Responsible for the correct execution of the activity.
C: Consulted for input of knowledge and information
I: Informed by receiving information about activity, execution and quality

Step	Activity	Incident Controller	Operations Officer	Risk Officer	All Incident Management Team members	Business Continuity Officer	Communications Officer	Facilities Officer	Administration Officer
1	Establish best qualified members for the Incident Management Team and nominate roles.	A,R	R	C	C	C	I	I	I
2	Activate continuity plan.	A,R	R	C	C	C	I	I	I
3	Director-General informed of crisis.	A,R	C	C	I	C	I	I	I
4	Coordinate immediate activities to convene the initial Incident Management Team meeting (draft agenda, confirm time and location, ensure access and required technology is provided, and contact all required members to advise).	A	C	C	I	R	I	I	R
5	Provide counsel and update on the known crisis scope and impact. Identify key actions to date.	A,	R	R	R	R	I	I	I
6	All members to commence and maintain accurate event log.	A,	R	R	R	R	R	R	R
7	Make strategic and tactical decisions about continued operation of the business.	A,R	C	C	C	C	I	I	I
8	Provide advice on key staff available to support the Incident Management Team.	A	C	C	R	C	I	I	I
9	Manage and coordinate timely communication of critical information and instruction to staff and stakeholders.	A	C	C	C	C	R	C	R
10	Approve all communication.	A	C	C	C	C	R	I	I
11	Maintain communication with relevant stakeholders.	A	R	R	R	R	R	R	R
12	Secure critical records, backups and other data.	A	C	C	R	C	I	I	I
13	Identify resources required for continued operation of the business.	A	C	C	R	C	I	I	I

Step	Activity	Incident Controller	Operations Officer	Risk Officer	All Incident Management Team members	Business Continuity Officer	Communications Officer	Facilities Officer	Administration Officer
14	Monitor the implementation of crisis activity.	A	R	C	R	C	I	I	I
17	Instruct work teams to perform agreed functions and activities.	A	C	C	R	C	I	I	I
18	Ensure efficient response, continuity operations and recovery procedures occur.	A	R	C	R	C	I	I	I
19	Provide updates to senior management.	A,R	C	C	C	C	C	I	I
20	Confirm services have recovered to an acceptable level.	A	R	C	R	C	I	I	I
21	Hand over responsibility to the Business Resumption Team for commencement of resumption activities.	A	R	C	C	C	C	C	C
22	Officially stand down the Incident Management Team.	A,R	C	C	C	C	I	I	I
23	Record management.	A	C	C	C	C	C	C	R
24	Post analysis and improvement implementation.	A	C	C	C	R	C	C	C

7. Incident Control Centre

7.1 Location

The Incident Control Centre is the venue assigned for IMT meetings immediately following a major disruption and is the working hub for the team. The team can convene at three nominated locations. However, the Incident Controller may nominate an alternative location if required.

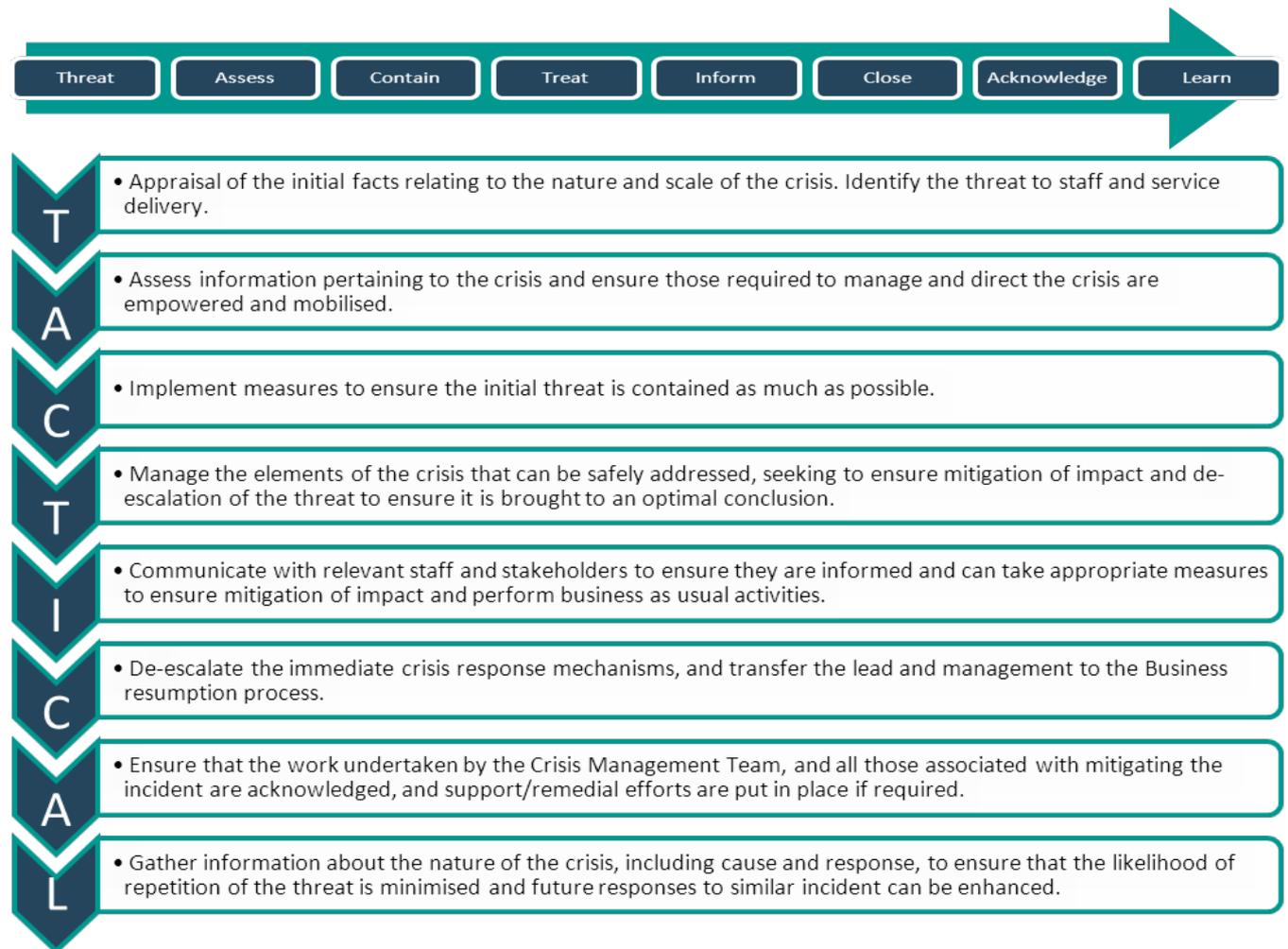| Location	Meeting room	Address
HSQ	Level 5 Room 5.13 Boardroom	41 O'Connell Terrace, Bowen Hills
BTS	Large Meeting Room	450 Gregory Terrace, Fortitude Valley
FSS	Large Meeting Room	36 Kessels Road, Coopers Plains

7.2 Teleconference facility

In the event of a crisis and the need to stand up the IMT, the State Health Emergency Coordination Centre (SHECC) will advise of relevant teleconference facility details.

7.3 TACTICAL response pathway

The response pathway for crisis management involves a series of eight steps known as TACTICAL*:

| Threat | Assess | Contain | Treat | Inform | Close | Acknowledge | Learn |

T • Appraisal of the initial facts relating to the nature and scale of the crisis. Identify the threat to staff and service delivery.

A • Assess information pertaining to the crisis and ensure those required to manage and direct the crisis are empowered and mobilised.

C • Implement measures to ensure the initial threat is contained as much as possible.

T • Manage the elements of the crisis that can be safely addressed, seeking to ensure mitigation of impact and de-escalation of the threat to ensure it is brought to an optimal conclusion.

I • Communicate with relevant staff and stakeholders to ensure they are informed and can take appropriate measures to ensure mitigation of impact and perform business as usual activities.

C • De-escalate the immediate crisis response mechanisms, and transfer the lead and management to the Business resumption process.

A • Ensure that the work undertaken by the Crisis Management Team, and all those associated with mitigating the incident are acknowledged, and support/remedial efforts are put in place if required.

L • Gather information about the nature of the crisis, including cause and response, to ensure that the likelihood of repetition of the threat is minimised and future responses to similar incident can be enhanced.

Upon identification of a crisis, the IMT response is expected to continuously identify threats, assess the risk, contain the risk, treat the risk as required and inform relevant stakeholders.

Upon closure of the crisis, the IMT will acknowledge, review and implement relevant improvements.

8.   Crisis response

8.1   Activity flow

Activity	Response	Detail	Responsible
Threat	Crisis confirmed	• Confirmation of crisis occurs prior to activities starting	Incident Controller
	Establish Crisis Management Team	• Nominate and establish best-qualified members • Crisis Management Plan activated • Inform Chief Executive Officer of the incident	Incident Controller
Assess	Coordination, analysis and establishment	• Assess available information, draft agenda and coordinate immediate activities, confirm time and location for the initial IMT meeting, contact and advise all members • Provide counsel and update on known crisis scope and impact • Commence and maintain accurate event log	Administration Officer, Business Continuity Officer
	Impact assessment	• Evaluate known information • Identify affected services • Assess impacts to assets, staff and service delivery • Consider broader impact • Identify and consult with appropriate stakeholders to ascertain crisis management strategies • Identify communication strategies and communicate	Incident Management Team

Treat and Inform	Lead crisis (Command and Control)	• Activate IMT members. Roles may include (but not limited to)
		   o Internal and external communication
		   o facilities and accommodation
		   o technology
		   o telecommunications
		   o employee support services
		• Provide information on the crisis to the team and identify actions to date
		• Endorse support for Business Resumption Team
		• Approve all communication
		• Re-assess incident as information becomes available
		• Determine when services are recovered to an acceptable level
			Incident Controller

Activity	Response	Detail	Responsible
	Manage crisis	• Identify delegate to manage business as usual activities • Make strategic and tactical decisions aligned to continued operation of the business • Perform roles and actions as identified by Incident Controller • Provide advice on key staff available to support the team • Provide timely communication of critical information and instruction to staff and stakeholders • Confirm all communications with Incident Controller.	Incident Management Team
Treat and Inform	Direct crisis activity	• Secure critical records, backups and other data • Identify resources required for continued operation of the business • Maintain communication with stakeholders • Monitor the implementation of crisis activity.	Senior management
	Perform crisis activity	• Execute functions and activities as directed by the IMT and senior management.	Relevant team leads
	Lead continuity activity	• Ensure efficient response, continuity operations and recovery procedures occur • Provide updates to the CEO and other senior management.	Incident Controller
	Manage continuity activity	• Commence activity event log • Identify delegate to manage business as usual activities • Make strategic and tactical decisions about continued operation of the business • Perform defined roles, and actions as assigned by the Crisis Controller • Provide advice on key staff available to support the IMT • Provide timely communication of critical information and instruction to staff and stakeholders • Confirm all communications with Incident Controller.	IMT
	Direct continuity activity	• Identify resources required for continued operation of the business • Maintain communication with stakeholders • Monitor the implementation of crisis activity.	Operations Officer Senior management

Activity	Response	Detail	Responsible
	Perform continuity activity	• Execute functions and activities as directed by the IMT.	Relevant team leads
Close Acknowledge Learn	**Stand down Incident Management Team**	• Confirm services have recovered to an acceptable level • Officially stand down the IMT.	Incident Controller
	Manage business resumption process	• Hand over responsibility to the Business Resumption Team for commencement of resumption activities.	Business Leads

9. Communication

Key communication activities are essential to raise awareness, educate and provide instruction during a crisis. HSQ communication protocols and mechanisms are established to ensure timely messages are provided to staff, clients and stakeholders.

9.1 Departmental escalation and incident assessment

The Incident Controller (or Deputy) will perform timely escalation of imminent or actual disruption events to the Director-General, Department of Health, following the assessment criteria provided in the department's *Crisis and Continuity Plan 2017*.

9.2 Responsibilities

• Incident Controller will assign responsibility for all communication.

• Managers provide clear communication updates to direct reports.

• All staff provide relevant updates to managers and seek information if required.

• The Communications Officer will maintain a record of all communication.

• The Operations Officer will liaise with the department's Integrated Communication Branch where required.

9.3 Requirements

Timely dissemination of accurate and consistent messages will inform and ease concerns of staff and stakeholders during a crisis. Communication should describe the known key impacts and the planned HSQ and community responses required.

Communication should provide, as a minimum:

- a description of the occurrence
- known or likely impact for staff and stakeholders
- outline what shall be managed and how this will be done
- agreed actions
- description of next steps
- expected timeframe of the next update
- a point of contact.

9.4 Communication activities within Queensland Health

Event is Internal (within HSQ)	Event is External to HSQ
Incident Controller is notified of an emergency event and status	Incident Controller notified of emergency event and status
Incident Controller communicates relevant information to business group staff as appropriate	If the CEO has a Deputy Incident Controller in place, the Deputy will notify the CEO
Senior management within the business groups will provide information and instruction to their managers	The CEO will escalate communication within HSQ and to the Director-General as appropriate. The Director-General will escalate to the Minister where required
Managers will advise relevant staff of any changes to work location and emerging/changing priorities	Incident Controller will ensure that Hospital and Health Services and other key stakeholders receive relevant communication
Affected work teams will invoke business continuity plans for their respective areas	Queensland Health will regularly update social media sites with emergency information: a) Facebook.com/qldhealth b) Twitter.com/qldhealthnews c) Yammer

10. Recovery

The recovery phase is the point at which the IMT's focus shifts from maintaining critical functions through the crisis event to restoring all normal functions and returning to business as usual. Effective planning should minimise the timeframes for recovery. Residual insurance or legal matters may extend through the duration of the recovery phase.

For convenience, Appendix 3 provides an Incident Recovery Checklist.

10.1 Critical function recovery

HSQ business groups and HHS business continuity plan owners will advise the IMT when:

- critical functions have reached recovery point objectives or returned to business as usual

- work-related backlogs have been cleared or sufficiently resourced to reduce disruption to an acceptable level.

10.2 Recordkeeping

All documents must be registered and retained after the event to support debriefs and for legal purposes in accordance with the department's record keeping procedures.

10.3 Standing down the Incident Management Team

The Incident Controller may stand down the IMT when the crisis is resolved and any residual events or matters arising from the crisis can be managed as business as usual.

10.4 Debrief

The IMT will conduct a 'hot debrief' immediately upon resolution of the crisis.

A full debrief will be conducted within 14 days of crisis resolution which may involve the IMT and key stakeholders to ensure that lessons are captured and actions, procedures and processes are established or modified to improve HSQ's capacity to respond to future crisis.

Appendix 1   Key Contacts

Incident Management Team (IMT)

This listing is in functional role order.

IMT role	HSQ Position *
Incident Controller	Chief Executive Officer
Deputy Incident Controller	Chief Operating Officer
Deputy Incident Controller (as required)	Chief Information and Technology Officer
Deputy Incident Controller (as required)	General Manager, Payroll Portfolio
Deputy Incident Controller (as required)	General Manager, People Performance and Excellence
Deputy Incident Controller (as required)	General Manager, Strategy, Community and Scientific Support
Operations Officer	Director, Office of the Chief Executive Officer
Business Continuity Officer	Director, Governance, Risk & Assurance (or as otherwise nominated by the Chief Executive Officer)
Risk Officer	Risk Manager, Governance, Risk & Assurance Unit
Communications Officer	Communications Manager
Facilities Officer	Properties and Facilities Principal Project Manager
Administration Officer Secretariat	Senior Risk Advisor, Governance, Risk & Assurance

* IMT roles are position-based.

Incident Room Contacts

Location	On-site contact	Telephone
HSQ Central Office	Executive Officer, Office of the Chief Executive Officer	07 3096 2113
Biomedical Technology Services	Senior Quality Officer	07 3406 8077
Forensic and Scientific Services	Executive Support Officer	07 3096 2680
All HSQ facilities	Properties and Facilities Principal Project Manager	07 3096 2179

ICT and Departmental facility service providers

Name of provider	Name/area	Telephone	Application
State Government Security	33 Charlotte Street (business hours)	07 3224 5222	Building security
	After hours Central Operations Room	07 3224 6666	
eHealth Queensland	Senior Director, Digital Application Services	07 3646 4896	Enterprise applications, IT workplace services (e.g. Internet, email)

State Health Emergency Coordination Centre (SHECC)

Emergency 24/7 telephone contact number:

07 3708 5242

In the event that contact cannot be made using this number, please email

SHECC@health.qld.gov.au
and
SDLO@health.qld.gov.au

For general enquiries, please contact Health Disaster Management Unit
Telephone: 07 3708 5221
Email: HealthDisasterManagement@health.qld.gov.au

Appendix 2 Activity Log template

Once a crisis has been identified, the Incident Controller will assign responsibility to an IMT member or members to populate an Activity Log as shown below.

The Activity Log is used to record information, decisions and actions in the period following the critical incident and will assist in the management and review of the crisis.

Date	Time	Information / Decisions / Actions	Initials
dd/mm/yy	*hh:mm*	*Crisis identified – Crisis Management Plan activated.*	*XX*

Appendix 3   Incident Recovery Checklist

Incident Response	✓	Actions
Now that the crisis is over have you: • refocused efforts towards recovery?	❑	
• deactivated staff members and resources as necessary?	❑	
• continued to gather information about the situation as it effects HSQ?	❑	
• undertaken re-planning (if required) to inform additional time and cost requirements?	❑	
• assessed the current HSQ financial position?	❑	
• reviewed resource requirements to restore delivery of affected services?	❑	
• secured contingency funding or additional funding (if required)	❑	
• continued liaison with the HSQ Executive Leadership Team	❑	
• kept staff informed of situation and any change in service delivery?	❑	
• kept key stakeholders informed of situation and any change in service delivery?	❑	
• set priorities and recovery options?	❑	
• updated the Recovery Plan?	❑	
• captured lessons learnt from HSQ's crisis response and business recovery?	❑	
• reviewed the Crisis Management Plan and incorporated lessons learned into a revised Crisis Management Plan version?	❑	

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