

SA Health Emergency Management Command Structure **Roles and Responsibilities**

Version 1.3 – June 2018



Government
of South Australia

SA Health

DOCUMENT OWNERSHIP & HISTORY

Document developed by:
Emergency Management Unit
Department for Health and Wellbeing

Master File location

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Next review due:

01 July 2021
(3 yearly review cycle)

Approval Date	Version	Who approved (New/Revised Version)	Reason for Change
November 2017	V1.0	Health Emergency Management Committee (HEMC) For implementation in July 2018	Newly created document
February 2018	V1.1	Director, EMU	Addition of Document Control and relationship between future and current structure (i.e. current = italicised Gold, Silver and Bronze)
April 2018	V1.2		Updates in light of legal advice relating to role of Chief Executive and Public Health Act 2011 declarations Inclusion of State-wide Service Commanders
June 2018	V1.3		Exclusion of SA Ambulance Service from scope

Scope and purpose

This document outlines the statutory responsibilities of SA Health as a Control Agency (during a human epidemic) and Support Agency (for all other emergencies) and the command structure that will be implemented to respond to and manage such incidents/emergencies.

SA Ambulance Service (SAAS) as a Functional Support Group maintains separate and distinct emergency management plans and arrangements, as outlined in the SA Ambulance Emergency Management Plan and Major Incident Response Plan and therefore are out of scope for this document. Detail of the SAAS command roles and responsibilities, can be found in the SAAS specific documents.

Overarching principles and responsibilities during activation of State arrangements

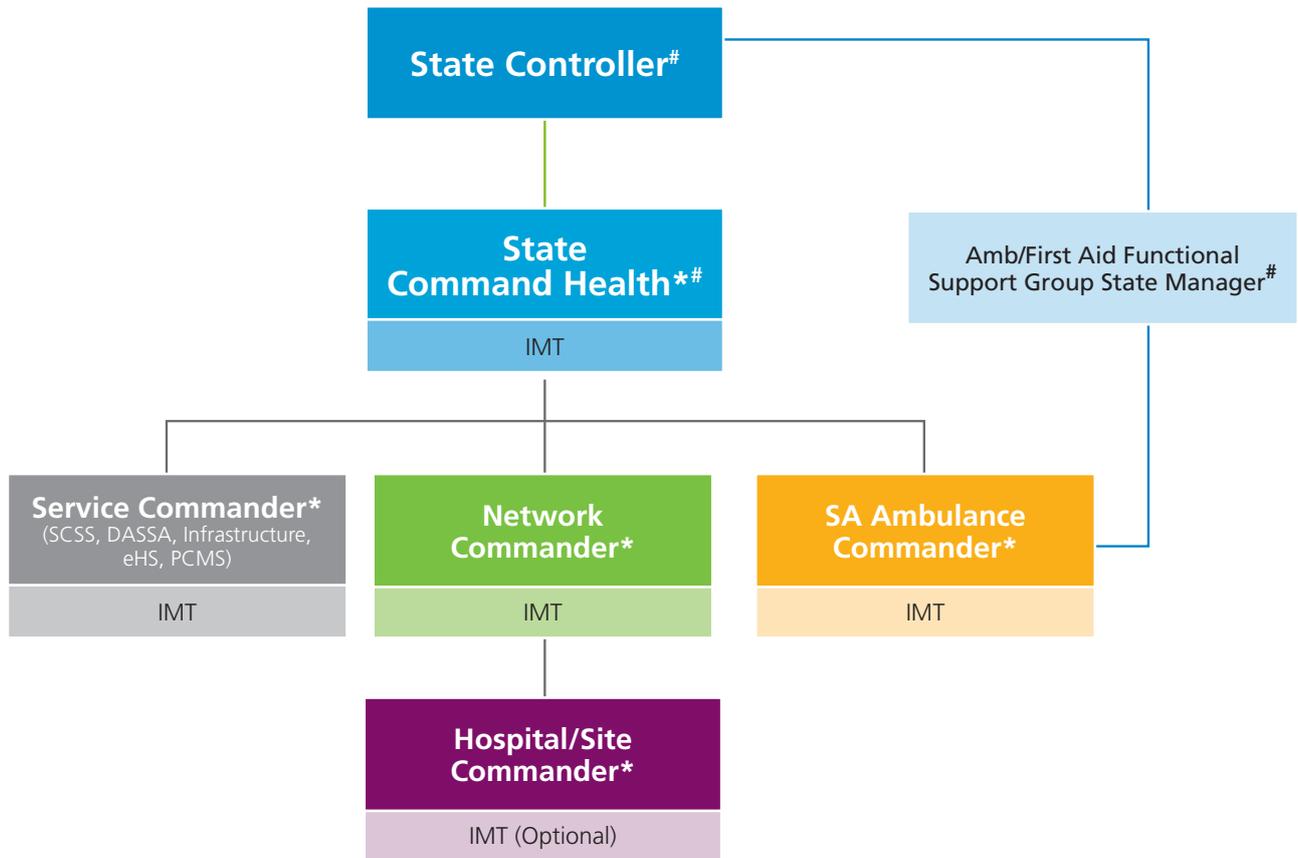
- > When acting as the Control Agency the State Controller - Health will provide overall control (for the State, including SA Health) to the response to and management of the incident.
- > The State (*formerly Gold*) Commander - Health will assume strategic command of SA Health during the response to and recovery from the incident and will execute their responsibilities to the State Controller to ensure Health provides appropriate support to the Control Agency.
- > The SAAS Commander will assume overall command of SAAS during the response to and recovery from the incident, including normal business activities and will execute their responsibilities to the State Commander Health.

Principle 1 - These roles and responsibilities recognise the separate and distinct legislative responsibilities upon both SA Health and SAAS, whilst recognising and supporting normal business practices and lines of reporting within SA Health as a single agency.

Principle 2 - Appropriate training and education must be provided for all levels of command.

Principle 3 - Appropriate coverage and redundancy must be available for all levels of command, to cater for extended incidents.

Figure 1. SA Health Command structure



*All emergencies

Activation of State arrangements

Organisational command structure of SA Health/SAAS and the reporting lines for all incidents and activation of state arrangements.

CONTEXT

Scope

Title	CHIEF EXECUTIVE SA HEALTH
Role	<p>Public Health Act 2011 If it appears to the Chief Executive that the nature or scale of an incident that has occurred, is occurring or is about to occur, is such that it should be declared to be a public health incident or emergency, the Chief Executive may, with the approval of the Minister, and in consultation with the Chief Public Health Officer and State Coordinator (Commissioner of Police) declare the incident to be a public health incident or emergency.</p> <p>When operating as the Control Agency the response to and management of the incident will be led by the Chief Public Health Officer in the role of State Controller (see State Controller role and responsibilities below).</p> <p>Emergency Management Act 2004 When operating as a Support Agency the SA Health response to and management of the incident will be led by the State Commander - Health (see role and responsibilities below).</p>
Reports to	Minister for Health and Wellbeing
Responsibilities	<p>Leading agency crisis management activities separate to and distinct from the roles and responsibilities of the State Controller and State Commander - Health, including but not limited to:</p> <ul style="list-style-type: none"> > Ministerial liaison. > Consideration of short, medium and long-term financial impacts. > Assessing organisational risk including reputational risk. > Considering community/primary health strategic impacts and options for support. > Building back better and options for improvement on current systems based on lessons learned.

Title	STATE CONTROLLER - HEALTH (Public Health Act declarations and when SA Health is functioning as the Control Agency)
Role	Provide overall control to the response to and management of the incident. <i>N.B. This role will be performed by the Chief Public Health Officer</i>
Reports to	State Coordinator (Commissioner of Police)
Responsibilities	<ul style="list-style-type: none"> > Take control of the response to the incident. > Ensure a safe working environment and safe systems of work. > Ensure effective liaison, communication and cooperation with all involved. > Continually assess the situation, identify risks and share information with all involved. > Develop and share plans and strategies that meet the requirements of all agencies responding to the incident via an incident action plan (IAP). > Implement and monitor the IAP. > Ensure the effective allocation and use of available resources. > Ensure the public is adequately informed and warned to enhance community safety. > Provide accurate, concise and timely information, recommendations and updates to the Minister for Health and Wellbeing and SA Health - Chief Executive. > Facilitate the investigation of the incident and review of response activities. > Ensure transition from response to recovery, including the coordinated handover to the state recovery arrangements.

Title	STATE COMMANDER - HEALTH (previously GOLD COMMANDER) (When SA Health is functioning as a Support Agency)
Role	<ul style="list-style-type: none"> > Ensure SA Health executes its Support Agency responsibilities and provides appropriate support to the Control Agency. > Assume strategic command of SA Health during the response to and recovery from the incident. > Consider the incident in its wider context; determine longer-term and wider impacts and risks with strategic implications. > Define and communicate the overarching strategy and objectives for the incident response via an IAP. <p><i>N.B. This role will normally be performed by a senior medical officer or other suitably qualified person appointed by the State Controller - Health, ensuring compliance with the overarching principles and ensuring appropriate education and training and redundancy during extended incidents.</i></p>
Reports to	<ul style="list-style-type: none"> > State Controller and > SA Health Chief Executive
Responsibilities	<p>State Responsibilities</p> <ul style="list-style-type: none"> > Plan for and implement procedures within the agency to provide staff and resources within SA Health's scope of operations to support the Control Agency during response and recovery operations. > Ensure any SA Health participating agencies are able to provide their services in support of the Control Agency and that their role is clearly defined and supported by appropriate plans and procedures. > Prepare, train and maintain the required on-call members to be able to staff the State Emergency Centre (SEC), the State Control Centre Health (SCC-H), if required and a Zone Emergency Support Team (ZEST), if required for a 24-hour per day operation over an extended period upon activation of the SEC. <p>SA Health Responsibilities</p> <ul style="list-style-type: none"> > Provide strategic command and coordination for the whole of SA Health during response and recovery operations. > Develop an IAP in consultation with Network & Service Commanders (including SAAS Commander) and appropriate subject matter experts, including but not limited to: <ul style="list-style-type: none"> – Maintaining emergency medical services – Initiating workforce surge arrangements to support critical service delivery – Ensuring continuity of critical clinical and non-clinical functions > Establish the SCCH, if required. > Lead the SA Health Incident Management Team (IMT). > Maintain regular contact with and provide regular situation reports (SITREP) to Network/Service Commander and SAAS Commander. > Liaise with the Australian Government Department of Health National Incident Room (NIR) (in conjunction with the Chief Public Health Officer and State Coordinator), during incidents of State or National significance > Ensure a safe working environment and safe systems of work > Provide accurate, concise and timely information, recommendations and updates to the Minister for Health and Wellbeing, SA Health - Chief Executive and State Controller - Health > Work with SA Health Media & Communications to ensure appropriate communications strategies are developed to inform SA Health staff and the community about the nature and health impacts of the incident > Ensure accurate and timely records relating to the incident are maintained and information is managed in accordance with the State Records Act > Post Incident Review: <ul style="list-style-type: none"> – Ensure a "hot" debrief is undertaken with the SCC-H IMT and Network/Service Commanders & SAAS Commander as soon as possible after the response to the incident is concluded, ensuring staff safety, welfare and support are considered. – Identify operational issues which require immediate action. – Ensure an operational debrief is conducted within 3 weeks of the incident.

Title	
NETWORK COMMANDER (previously SILVER COMMANDER)	
Role	<ul style="list-style-type: none"> > Assume command of the Network during the response to and recovery from the incident. > Ensure activities at the tactical (Network) and operational (Hospital/site) level are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency and achieve the objectives established in the State Commander - Health's incident action plan (IAP)
Reports to	State Commander - Health
Responsibilities	<p>Network Responsibilities</p> <ul style="list-style-type: none"> > Establish tactical command and coordination of activities across the Network during response and recovery operations. > Ensure the strategic intentions of the IAP are considered in operational activities including but not limited to <ul style="list-style-type: none"> – Maintaining emergency medical services – Initiating workforce surge arrangements to support critical service delivery – Ensuring continuity of critical clinical and non-clinical functions > Establish a Network Incident Command Centre (ICC), if required. > Lead the Network incident management team (IMT), if required. > Maintain regular contact with and receive regular SITREPs from the State Commander – Health and pass on regular SITREPs to hospital/site Commanders. > Ensure a safe working environment and safe systems of work > Provide accurate, concise and timely information, recommendations and updates to the Network CEO > Coordinate a local communications strategy in liaison with the State Commander - Health to ensure staff are kept informed about the nature and health impacts of the incident. > Ensure accurate and timely records relating to the incident are maintained and information is managed in accordance with the State Records Act > Post Incident Review: <ul style="list-style-type: none"> – Ensure a “hot” debrief is undertaken with the Network IMT and hospital/site Commanders as soon as possible after the response to the incident is concluded, ensuring staff safety, welfare and support are considered. – Identify operational issues which require immediate action. – Ensure participation in and representation of Network risks and issues in the operational debrief (coordinated by the State Commander - Health) which will be conducted within 3 weeks of the incident.

Title	
HOSPITAL/SITE COMMANDER (previously BRONZE COMMANDER)	
Role	<ul style="list-style-type: none"> > Assume command of the Hospital/Site during the response to and recovery from the incident. > Ensure activities at the operational (Hospital/site) level are co-ordinated, to achieve maximum effectiveness and efficiency and achieve the objectives established by the Network Commander.
Reports to	Network Commander
Responsibilities	<p>Hospital/Site Responsibilities</p> <ul style="list-style-type: none"> > Establish operational command and coordination of activities across the hospital/site during response and recovery operations. > Ensure operational activities are focused on, but not limited to: <ul style="list-style-type: none"> – Maintaining emergency medical services – Initiating workforce surge arrangements to support critical service delivery – Ensuring continuity of critical clinical and non-clinical functions > Establish a Hospital/site Incident Command Centre (ICC), where appropriate. > Lead the Hospital/site incident management team (IMT). > Ensure a safe working environment and safe systems of work. > Maintain regular contact with, receive regular SITREPs from Network Commander, and ensure hospital/site staff are kept informed about the nature and health impacts of the incident. > Ensure accurate and timely records relating to the incident are maintained and information is managed in accordance with the State Records Act. > Post Incident Review: <ul style="list-style-type: none"> – Ensure a “hot” debrief is undertaken with the hospital/site IMT and department/service unit leads as soon as possible after the response to the incident is concluded, ensuring staff safety, welfare and support are considered. – Identify operational issues which require immediate action. – Ensure participation in and representation of hospital/site risks and issues in the operational debrief (coordinated by the State Commander - Health) which will be conducted within 3 weeks of the emergency

Title	<p>SERVICE COMMANDER inclusive of the following services:</p> <ul style="list-style-type: none"> > State-wide Clinical Support Service (SCSS) Commander > eHealth Systems (eHS) Commander > Drugs and Alcohol Services SA (DASSA) Commander > Procurement & Supply Chain Management (PSCM) Commander > Infrastructure Commander
Role	<ul style="list-style-type: none"> > Assume command of the respective service during the response to and recovery from the incident. > Ensure activities at the statewide service and operational levels are co-ordinated, coherent and integrated with key stakeholders, in particular Networks, in order to achieve maximum effectiveness and efficiency and achieve the objectives established in the State Commander - Health's incident action plan (IAP).
Reports to	State Commander - Health
Responsibilities	<p>Service Responsibilities</p> <ul style="list-style-type: none"> > Establish tactical command and coordination of activities across the service during response and recovery operations. > Ensure the strategic intentions of the IAP are considered in operational activities including but not limited to <ul style="list-style-type: none"> – Maintaining emergency medical services – Initiating workforce surge arrangements to support critical service delivery – Ensuring continuity of critical clinical and non-clinical functions > Establish a Service Incident Command Centre (ICC) if required. > Lead the Service Incident Management Team (IMT) > Maintain regular contact with and receive regular SITREPs from the State Commander - Health and pass on regular SITREPs to service/local personnel. > Ensure a safe working environment and safe systems of work. > Provide accurate, concise and timely information, recommendations and updates to the State Commander – Health. > Coordinate a communications strategy in liaison with the State Commander - Health to ensure staff are kept informed about the nature and health impacts of the incident. > Ensure accurate and timely records relating to the incident are maintained and information is managed in accordance with the State Records Act > Post Incident Review: <ul style="list-style-type: none"> – Ensure a “hot” debrief is undertaken with service personnel as soon as possible after the response to the incident is concluded, ensuring staff safety, welfare and support are considered. – Identify operational issues which require immediate action. – Ensure participation in and representation of service risks and issues in the operational debrief (coordinated by the State Commander - Health) which will be conducted within 3 weeks of the incident.

For more information

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Public - I1-A1



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