



Health PEI

**ALL
HAZARDS
PLAN**

2021 – Version 4.1

Health PEI

Prepared by:

Performance and Innovation

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Health PEI
PO Box 2000
Charlottetown, PE
Canada C1A 7N8

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TABLE OF CONTENTS

DEFINITIONS	1
1. INTRODUCTION	3
1.1 ABOUT THIS DOCUMENT.....	3
1.2 GOAL	3
1.3 PURPOSE/SCOPE	3
1.4 APPLICATION	3
1.5 ACCOUNTABILITY	3
1.6 REVIEW AND AMENDMENT	3
1.7 RELATED PLANS AND DOCUMENTS	4
2. HEALTH PEI ALL HAZARDS PLAN ROLES AND RESPONSIBILITIES	5
2.1 CHIEF EXECUTIVE OFFICER (CEO)/DESIGNATE	5
2.2 ALL MEMBERS OF THE EXECUTIVE LEADERSHIP TEAM/DESIGNATES	5
2.3 ALL EXECUTIVE DIRECTORS OF HEALTH PEI/DESIGNATES	5
2.4 HEALTH PEI COMMUNICATIONS OFFICER	6
2.5 HEALTH PEI EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY OFFICER	6
2.6 DEPARTMENTAL EMERGENCY SERVICES OFFICER (DESO)	6
3. PLAN ACTIVATION, NOTIFICATION AND DEACTIVATION PROCEDURES	8
3.1 FACILITY/SERVICE LEVEL ESCALATION	8
3.2 INITIAL EVENT ASSESSMENT	8
3.3 LEVELS OF RESPONSE GUIDELINES	8
3.4 PLAN ACTIVATION PROCEDURE	10
3.5 DEACTIVATION PROCEDURE	12
4. CONCEPT OF OPERATIONS	13
4.1 PRIORITIES	13
4.2 STRUCTURING THE HEALTH PEI EMERGENCY OPERATIONS TEAM	13
4.3 COORDINATING WITH FACILITIES AND SERVICE AREAS	15
4.4 THE RESPONSE PROCEDURE – PLANNING P	16
4.5 THE RESPONSE PROCEDURE EXPLAINED:	16
4.6 DEMOBILIZATION	18
4.7 OPERATIONAL COMMUNICATION	19
5. FINANCIAL ADMINISTRATION	20
5.1 EMERGENCY EVENT PROCUREMENT	20
5.2 EMERGENCY EVENT COST REPORTING PROCEDURES	21
5.3 EMERGENCY PUBLIC INFORMATION	21
APPENDICES.....	23
APPENDIX A – EMERGENCY OPERATIONS TEAM JOB ACTION SHEETS	23

<i>APPENDIX B – PLANNING WITH THE INCIDENT COMMAND SYSTEM – DEVELOPING A HEALTH PEI RESPONSE PLAN</i>	
.....	31
<i>APPENDIX C – INCIDENT ACTION LOG TEMPLATE</i>	32
<i>APPENDIX D – COMMUNICATION LOG TEMPLATE</i>	33
<i>APPENDIX E – POST EVENT DEBRIEF TEMPLATE</i>	34
<i>APPENDIX F – COMPLEMENTARY PLANS</i>	35
<i>APPENDIX G – KEY INCIDENT COMMAND SYSTEM PRINCIPLES</i>	38
<i>APPENDIX H – DEMOBILIZATION RESPONSIBILITIES</i>	43
<i>APPENDIX I – SAMPLE RESPONSE STRUCTURES</i>	44

DEFINITIONS

All Hazards Approach: An emergency management approach that recognizes that many of the actions required to mitigate the effects of emergencies and critical service disruptions are essentially the same, irrespective of the nature of the event, thereby permitting an optimization of planning, response and support resources.

Business Continuity Event: A business continuity *event* could be one occurrence, several occurrences, or even a nonoccurrence (when something doesn't happen that was supposed to happen) which leads to a disruption in a critical service. These events are often, but not always related to facilities, utilities, external service providers, equipment, staffing, service volumes or information.

Departmental Emergency Services Officer (DESO): is the person, or alternate, delegated under the Emergency Measures Act, with the duties and powers of authority for the purposes of emergency planning, and for the implementation of emergency plans for the department for which he/she has been delegated authority.

Disaster: An event that results when a hazard impacts a vulnerable community in a way that exceeds or overwhelms the community's ability to cope and may cause serious harm to the safety, health or welfare of people, or damage to property or the environment.

Emergency Event: A present or imminent event that requires prompt coordination of actions to protect the health, safety or welfare of people, or to limit damage to property or the environment.

Emergency Management: The management of emergencies, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.

Emergency Operations Centre: A designated facility established by an agency or jurisdiction to coordinate its overall response and support to an emergency.

Emergency Operations Team: Similar to an Incident Command Team, this is the team identified to lead a system level response to an emergency or critical service disruption within Health PEI. It is lead by the Health PEI Emergency Operations Director and is guided by the core functions of the Incident Command System (i.e., command, operations, planning, logistics, finance and administration).

Health PEI Response Plan: Similar to an incident action plan, this plan is developed by the Emergency Operations Team to guide all facets of a response to a specific event. The plan will include, but would not be limited to: objectives, strategies, resource and staff assignments, reporting schedules and briefing schedules.

Health PEI Emergency Operations Director: This position is responsible for the management of the Emergency Operations Team and the development and execution of the Health PEI Response Plan. This position is always staffed when the Health PEI All Hazards Plan is activated.

Incident Command Post: The field location at which the primary on scene incident command functions are performed. The ICP may be co-located with other incident facilities and is normally identified by a green rotating or flashing light.

Mitigation: Actions taken to reduce the impact of emergencies, disasters or critical service disruptions in order to protect lives, property and the environment.

Preparedness:

Actions taken prior to an emergency or critical service disruption to be ready to respond to it, and to manage its consequences.

Recovery: Actions taken to repair or restore conditions to an acceptable level after an emergency, disaster or critical service disruption.

Response: Actions taken during or immediately before or after an emergency, disaster or critical service disruption to manage its consequences and minimize suffering and loss.

Risk: The chance of something happening that will have an impact on objectives; measured in terms of impact and likelihood.

1. INTRODUCTION

1.1 About This Document

This document is intended to provide operating procedures for Health PEI Leadership, including corporate officers and executive directors (referred to as Health PEI Leadership throughout this document), and their designates, during an emergency or critical service disruption. This document is not intended to cover every foreseeable event, but to provide a set of roles, responsibilities and procedures which can be adapted as necessary to specific situations.

1.2 Goal

The goal of this document is to provide procedures for Health PEI Leadership for the provision of support for and coordination of system, facility and service responses during an emergency or critical service disruption as necessary.

1.3 Purpose/Scope

This plan is designed to provide basic emergency management information and an operating framework which allows Health PEI Leadership to respond to emergencies and critical service disruptions. This is done through the provision of priorities, roles and responsibilities and a concept of operations. The plan is designed to work within and/or subordinate to existing plans, policies and legislation including, but not limited to the *Prince Edward Island Emergency Measures Act* and *Prince Edward Island All Hazards Emergency Plan*.

1.4 Application

This plan applies to Health PEI Leadership and designates, and is intended to support all of Health PEI.

1.5 Accountability

The Health PEI Executive Leadership Team is accountable for the development, maintenance, approval and implementation of this plan.

1.6 Review and Amendment

Health PEI Leadership will conduct post event and post exercise reviews of this All Hazards Plan, and all associated and supporting information and documentation, in consultation with the appropriate departments and partners. Amendments to this plan will be made based on these reviews as necessary (**See Appendix E: Post Event Debrief Template**).

A biennial review and amendment of this plan will be performed and submitted to the Executive Leadership Team for approval.

1.7 Related Plans and Documents

This plan is intended to support facility plans and to link with broader provincial and national level plans, policies, agreements and frameworks including but not limited to:

- The Health PEI Enterprise Risk Management Policy and Framework
- The Health PEI Emergency Management Framework
- *PEI Health Services Act*
- *PEI Emergency Measures Act*
- *PEI Financial Administration Act*
- PEI Treasury Board Policy Guidelines
- PEI Pandemic Contingency Plan for the Health Sector
- Health PEI Emergency Public Information Plan
- Health PEI facility and service all hazards and hazard specific plans
- The Prince Edward Island All Hazards Emergency Plan
- Provincial Office of Public Safety Emergency Public Information Plan
- The National Framework for Health Emergency Management
- The Pan Canadian Health Emergency Coordination Protocols
- Federal/Provincial/Territorial memorandum of understanding on the provision of mutual aid in relation to health resources during an emergency affecting the health of the public agreement
- The Operational Framework for Mutual Aid Surge Requests for Health Care Professionals
- Health PEI Board of Directors Governance Policies
- International Health Regulations

2. HEALTH PEI ALL HAZARDS PLAN ROLES AND RESPONSIBILITIES

2.1 Chief Executive Officer (CEO)/Designate

- Activate, alone or in consultation with other Executive Leadership Team members the Health PEI All Hazards Plan
- Ensure Health PEI Leadership and the Health PEI DESOs are notified of Health PEI All Hazards Plan activations
- May notify Health PEI Leadership and Health PEI DESOs of emergencies or critical service disruptions not requiring plan activation
- Assume the role of Health PEI Emergency Operations Director or designate the role as necessary
- Notify and report to the Health PEI Board, Minister and Deputy Minister with regard to emergencies and critical service disruptions
- Identify initial steps to be taken by Health PEI Leadership in response to activation of the Health PEI All Hazards Plan
- Implement **The Response Procedure** found in **section 4.4 and 4.5** of this plan as necessary

2.2 All Members of the Executive Leadership Team/Designates

All members of the Executive Leadership Team have a responsibility to:

- Monitor for potential, or actual, emergencies and critical service disruptions within their areas of responsibility and inform the CEO as necessary
- Assist in situation assessment as necessary and consult with CEO/Designate regarding Health PEI All Hazards Plan activation and level of activation
- Identify initial steps to be taken by respective executive directors in response to activation of the Health PEI All Hazards Plan
- Fill roles within the Emergency Operations Team (potentially Health PEI Emergency Operations Director) as necessary
- Approve and sign off on expenditures within their designated signing authority
- Delegate alternate staff to fulfill and/or support the responsibilities laid out in this plan as necessary

2.3 All Executive Directors of Health PEI/Designates

- Monitor for potential, or actual, emergencies and critical service disruptions within their areas of responsibility and inform their respective representative of the Executive Leadership Team as necessary
- Assist in situation assessment and consult with facility/service representatives and Executive Leadership Team members as necessary
- Act as the lead for and link between their facilities/services and the Executive Leadership Team/Emergency Response Team during emergencies and critical service disruptions
- Identify initial steps to be taken by respective facility/service representatives in response to activation of the Health PEI All Hazards Plan

- Provide updates and information regarding facility/service operations to the Executive Leadership Team/Emergency Response Team to support responses to emergencies and critical service disruptions as necessary
- Fill roles within the Emergency Operations Team as necessary
- Approve and sign off on expenditures within their designated signing authority
- Delegate alternate staff to fulfill and/or support the responsibilities laid out in this plan as necessary

2.4 Health PEI Communications Officer

- Monitor for potential, or actual, emergencies and critical service disruptions within their areas of responsibility and inform the CEO and Communications PEI as necessary
- Assist in situation assessment as necessary and consult with CEO/Designate regarding internal and public information issues and impacts
- Act as Information Officer within the Health PEI Emergency Operations Team
- Develop and release incident related information to: 1) the media, 2) the general public, 3) Health PEI Staff in consultation with the Health PEI Emergency Operations Director and Health PEI Emergency Operations Team
- Work to coordinate messaging and communications with external agencies, other government departments and Communications PEI as necessary
- Gather information and develop communications materials and plans to support the Health PEI Emergency Response Plan as necessary

2.5 Health PEI Emergency Management and Business Continuity Officer¹

At the request of the CEO, any member of the Executive Leadership Team or their designate the Health PEI Emergency Management and Business Continuity Officer has the responsibility to:

- Advise the Executive Leadership Team on Health PEI All Hazards Plan activation and application
- Advise the CEO, Emergency Operations Team and/or Executive Leadership Team members regarding the event, response and associated hazards
- Assist with notification of internal and external partners as required
- Assist with the development of plans and documents related to the event
- Fulfill roles in the Emergency Operations Team as requested

2.6 Departmental Emergency Services Officer (DESO)²

Specific DESO and Health PEI responsibilities under the Prince Edward Island All Hazards Emergency Plan are outlined in Appendix –F – Complementary Plans

¹ The Health PEI Emergency Management and Business Continuity Coordinator is only available after hours at the explicit request from the Health PEI Emergency Operations Manager or other Executive Leadership Team members and therefore may be unreachable in some circumstances.

² Generally, the Departmental Emergency Services Officer position is not active (for response purposes) outside of activations of the PEI Provincial All Hazards Plan **and is not an on call position**. Reaching the primary or an alternate is not guaranteed in all circumstances.

In the case of an emergency or critical service disruption which is provincial in scope, **and the activation of the Prince Edward Island All Hazards Emergency Plan**, the Health PEI DESO is the person delegated under the Emergency Measures Act with the duties and powers of authority for the purposes of emergency planning, and for the implementation of emergency plans for the agency. Tasks often include:

- Notifying Health PEI CEO and Communications Officer of activation of the PEI All Hazards Emergency Plan
- Notifying the Department of Health and Wellness DESOs and the PEI Emergency Measures Duty Officer of events and activations of the Health PEI All Hazards Plan
- Analyzing risk
- Allocating equipment, human resources and facilities as required in response to, or in anticipation of, an emergency impacting the province
- Assessing Health PEI's ability to function or to provide expected or mandated services during an emergency or disaster
- Serving as a member of the Joint Emergency Operations Centre Operations (JEOC) Group during an emergency
- Collecting and sharing information on behalf of the organization

This role is supported by one primary and two alternates. Communication and notification should be directed to the alternates and the primary, who will then determine coverage and work out a coverage schedule going forward for the event.

3. PLAN ACTIVATION, NOTIFICATION AND DEACTIVATION PROCEDURES

All available means should be used in order to contact and notify Health PEI Leadership and the Health PEI primary and alternate DESOs of emergencies, critical service disruptions and plan activations (see Section 3.4 for further details).

3.1 Facility/Service Level Escalation

If facilities/services are impacted by an emergency event or a critical service disruption, the facility/service level lead should notify their respective executive director, who will in turn notify their Executive Leadership Team representative or designate and the Health PEI Communications Officer. If the executive director cannot be reached, the facility/service level lead should notify their respective Executive Leadership Team member. The impacted Executive Leadership Team member should then follow the **Plan Activation Procedure** outlined in **Section 3.4**.

3.2 Initial Event Assessment

When notified of an emergency or critical service disruption executive directors and/or Executive Leadership Team members should assess the event by obtaining and considering the following:

- The nature and magnitude of the event
- Area(s) impacted (geographic, facility or service, etc.)
- Hazards and safety concerns
- The event's impact on priorities (life safety, event stabilization, protection of property and environment)
- Immediate resource requirements
- Current actions of, and advice received from Health PEI staff on scene
- Current actions of, and advice received from first responders
- Immediate or anticipated support required from Health PEI Leadership
- Initial activation level for Health PEI All Hazards Plan (CEO and/or Health PEI Emergency Operations Director has final say on levels of activation)

3.3 Levels of Response Guidelines

After notification, the CEO or designate should activate the Health PEI All Hazards Plan based on the following response levels. The response levels and the descriptions below are guidelines. In many instances situations will not be clear cut and judgment of the Health PEI Leadership Team will be required to determine the activation level and appropriate response.

RESPONSE LEVEL	CHARACTERISTICS OF THE EVENT	RESPONSE DESCRIPTION
Normal Operational Monitoring	No specified threat or event. Threats and events are monitored for and reported using day to day procedures and reported using the procedures found in Section 3.1 and 3.4 of this plan.	This is how Health PEI monitors operations for threats and events on a day to day basis.
Level 1: Targeted Monitoring	A threat or event has been identified which may impact or is impacting a Health PEI facility, service, the broader health system or the province but does not require direct intervention of Health PEI Leadership. This level can often be activated prior to higher level activations. Examples include where this level may be used include: <ul style="list-style-type: none"> • When impacts of an event or severity are uncertain and more information is required • Lead up to severe weather or other anticipated event • Event external to Health PEI (i.e. in the community) 	This level of activation: <ul style="list-style-type: none"> • Will often be the first step in a broader response • Should be used for gathering of information to inform further response level escalation • Focuses on monitoring through third party sources and/or targeted requests for information • May only require the activation of a few resources. E.g. Health PEI Emergency Operations Director and a planning/situation monitoring resource, DESO, etc. • Targeted monitoring may include the development of information management objectives and/or a plan
Level 2: Enhanced Monitoring, Planning and/or Limited Response	An event has been identified that is impacting or has the potential to impact Health PEI facilities, services, the broader health system or the province. The event is being managed at the facility/service level. This event needs to be monitored closely and proactively by Health PEI Leadership and may require a limited operational response. Examples where this level may be used include: <ul style="list-style-type: none"> • During or immediately after severe weather • Event impacting/isolated to one facility (e.g. minor fire) 	This level of activation: <ul style="list-style-type: none"> • Focuses on allowing facilities and services to manage their own response with assistance and guidance from the Health PEI Executive Leadership Team as required • Requires proactive information collection and management from all or select facility and service areas, and/or external agencies • May result in regularly scheduled requests for information and the development and distribution of situation reports • May include a minor/limited response from Executive Leadership • May include the provision of organizational directives, resources, other forms of support and/or the development of a Health PEI Response Plan • Plan may outline objectives, strategies and

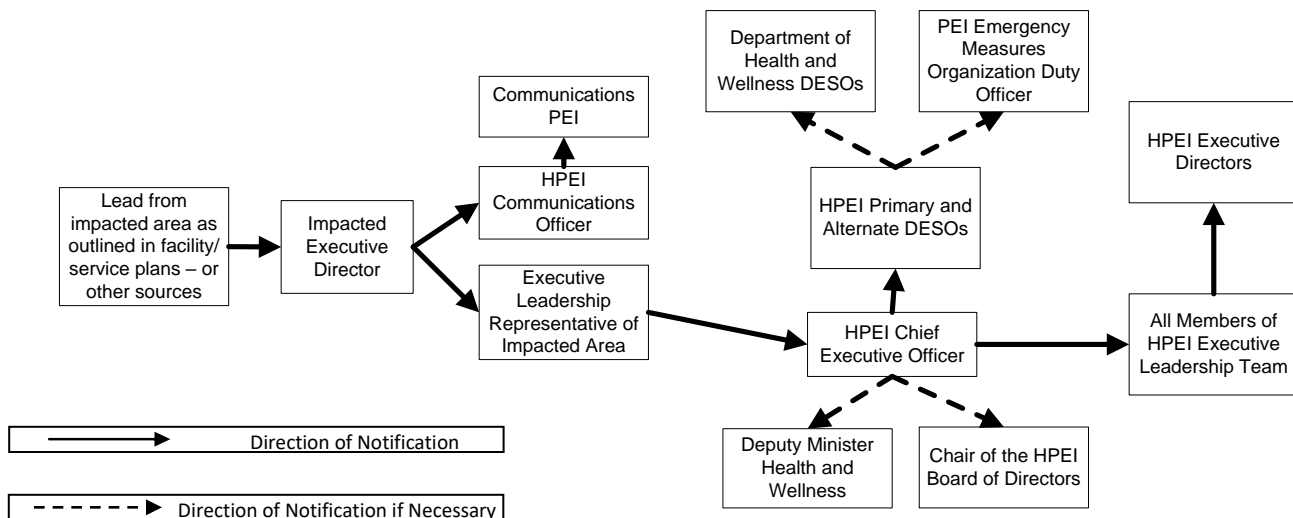
RESPONSE LEVEL	CHARACTERISTICS OF THE EVENT	RESPONSE DESCRIPTION
		tactics covering: <ul style="list-style-type: none"> ○ Information collection and management ○ Preplanning objectives ○ Limited operational objectives, strategies and tactics ○ Organizational directives
Level 3: Emergency Response	An event that engages one or more Health PEI facilities or services requiring an extensive response from the Health PEI Executive Leadership Team. This response may include but would not be limited to: planning support, setting priorities, information management, providing direction, deployment, redeployment or reorganization of Health PEI resources, acquisition of additional resources, coordination of activities and/or services, etc. Examples include where this level may be used include: <ul style="list-style-type: none"> • Total Facility Evacuation • Pandemic • Weather event with wide spread impacts 	This level of activation: <ul style="list-style-type: none"> • Is only required if Health PEI Leadership needs to provide extensive support for an extended period • May require Executive Leadership to Lead the Overall Response • May require the constitution of an Emergency Operations Centre • May require an Executive Leadership Response beyond regular business hours and/or over multiple days • Response will likely require: <ul style="list-style-type: none"> ○ The acquisition of new resources ○ The redeployment of current resources ○ The provision of organization directives ○ Extensive alteration of day to day operations ○ The development and execution of a Health PEI Response Plan including operational objectives, strategies and tactics.

3.4 Plan Activation Procedure

- All members of the Executive Leadership Team will notify the CEO/designate and the Health PEI Communications Officer (if not already informed) of an emergency or critical service disruption within their functional area
- CEO/designate will, alone or in consultation with the impacted Executive Leadership Team member, determine the need to activate the plan and will notify all Executive Leadership Team members and primary and alternate DESOs of plan activation using the procedures outlined below and provide direction as required

- CEO/designate may choose to notify Executive Leadership Team members of the event but not activate the plan using the procedures outlined below
- Members of the Executive Leadership Team will in turn notify their respective executive directors of plan activations or events
- CEO/designate will notify the Deputy Minister of Health and Wellness and the Chair of the Health PEI Board of Directors of emergencies and critical service disruptions impacting Health PEI and/or activations of this plan as necessary
- If the CEO/designate is not able to be reached, the impacted member of Executive Leadership Team will assume the role of Health PEI Emergency Operations Director and perform all related functions
- All Executive Leadership Team members, even if they have no specific actions/tasks to perform, will be notified of plan activations
- Executive Leadership Team members, once notified, will follow the instructions/actions outlined by the CEO/designate/Health PEI Emergency Operations Director

Notification Flow Chart



The following procedures should be used for plan activation and/or event notification:

Methods to be used:

- Telephone
- Face to Face
- E-mail

Regardless of notification method, the following should be included in any notification:

- Identification that there is an emergency or critical service disruption
- Brief outline of the nature of the situation and response efforts
- Level of Health PEI All Hazards Plan Activation (if known/applicable)
- Outline of all expected actions at that time

3.5 Deactivation Procedure

- The need for deactivation of the Health PEI All Hazards Plan will be determined by the Health PEI Emergency Operations Director
- In order to remain at an appropriate level of response and in a position to react if a situation changes, this plan will be deactivated by standing down the response one level of activation at a time (see **Section 4.6** for further information regarding demobilization)
- Communication regarding deactivation will be circulated through the Emergency Operations Team if set up, or through other communications channels if identified
- Deactivation communication should include:
 - The level of activation the response will be moving to
 - Any objectives or strategies that will be discontinued as a result of the step down in the level of activation
 - The objectives or strategies that will be continued under the new level of activation
 - Any new objectives or strategies that will be undertaken as a result of the step down in the level of activation
 - Any reassignment or deactivation of staff or resources

4. CONCEPT OF OPERATIONS

4.1 Priorities

The priorities of the Health PEI All Hazards Plan are:

- Protect the life and safety of responders, victims and the public in the event of an emergency or critical service disruption
- Stabilize the situation including the mitigation of threats, establishment of command, continuity of service delivery and organization and initiation of a response
- Protect property and the environment

4.2 Structuring the Health PEI Emergency Operations Team

During an emergency or critical service disruption impacting Health PEI and requiring activation of the Health PEI All Hazards Plan, the Incident Command System will be used as a guide for command, control and coordination of response operations.

Positions on the Emergency Operations Team will reflect the five functions of the Incident Command System and positions related to these functions will be filled only as event demands dictate (see chart below for more information). For example, in situations where Health PEI Leadership is only monitoring an event (e.g. Level 1 activation), there may be no need for Operations Section staff.

Section Leads will be identified as the Health PEI Emergency Operations Director sees fit (e.g. Planning Section Lead, Logistics Section Lead, etc.). These leads may staff their sections as necessary. Alternatively, section staff may be added without an identified lead (e.g. Situation Unit Lead, Resource Unit Lead, etc.) and report directly to the Health PEI Emergency Operations Director. The Health PEI Emergency Operations Director is responsible for any functions that are not staffed.

There may be situations at any level of plan activation where a joint response with an external department or agency is required, for example the PEI Emergency Measures Organization or the Department of Health and Wellness. In situations like this, it may be beneficial to develop a Unified Command Structure, where multiple Incident Commanders/Emergency Operations Directors represent each agency/department and make unified decisions, but oversee the same response structure **(for more information on Unified Command, see Appendix G)**.

Incident Command System Functions in Brief

FUNCTION	Brief General Responsibilities (see appended job action sheets for detailed responsibilities)	Examples of staff to lead or provide support related to these functions
Command Functions		
Health PEI Emergency Operations Director	Organize and direct the Emergency Response Team, Health PEI Response Plan and emergency response operations at a system level and fulfill any unassigned functions	<ul style="list-style-type: none"> • Health PEI CEO or Designate • Executive Leadership Team member or designate
Information Officer	Develop messages and information for the public, staff, media and other agencies.	<ul style="list-style-type: none"> • Health PEI Senior Communications Officer
Safety Officer	Monitor event operations and advises the Health PEI Emergency Operations Team on all matters relating to operational safety (i.e. safety of responders/Health PEI staff).	<ul style="list-style-type: none"> • Occupational Health and Safety staff • Infection Prevention and Control staff • Quality and Safety staff • Subject matter experts
Liaison Officer	Functions as event contact person for representatives of external agencies and fulfill or direct information requests as appropriate	<ul style="list-style-type: none"> • Executive Leadership Team Member or designate • Executive director or designate • Subject matter expert
General Functions		
Operations Section	Oversee, direct and execute all tactical operations. Roles in this section will normally be filled by members of Executive Leadership Team or executive directors who will oversee and represent their areas of responsibility, though this may vary based on the direction of the Health PEI Emergency Operations Director.	<ul style="list-style-type: none"> • Members of Executive Leadership Team overseeing and representing their areas of responsibility or designates • Executive director overseeing and representing their areas of responsibility or designates
Planning Section	Provide planning services and develop and document plans in close coordination with operations and logistics section staff. Gather information and updates related to the event on behalf of the Health PEI Emergency Operations Director.	<ul style="list-style-type: none"> • Executive Leadership Team member or designate • Executive director or designate • Planning and Evaluation staff • Subject matter experts (e.g. physicians, technical experts, etc.)
Logistics Section	Coordinate all event support needs (e.g. supplies, transportation, security, equipment etc.) at the Emergency Operations Centre and/or to support field operations.	<ul style="list-style-type: none"> • Executive Leadership Team member or designate • Executive director or designate • Materials Management staff • Subject matter experts (e.g. procurement specialists, industry experts, etc.)
Finance and Administration Section	Arrange for all aspects of financial management, record keeping, procurement and cost analysis and monitoring.	<ul style="list-style-type: none"> • Executive Leadership Team member or designate • Finance staff • Various administrative staff

-See Appendix A for more detail regarding positions and related Job Action Sheets

4.3 Coordinating with Facilities and Service Areas

All facility/services report through their onsite lead to their respective executive director or as directed by the Health PEI Emergency Operations Director. The executive director responsible for each area may develop or modify facility/service level response structures/teams as necessary. These executive directors may then report through their respective member of the Executive Leadership team or as directed by the Health PEI Emergency Operations Director. This structure should be developed with integration into the Health PEI Emergency Operations Team in mind.

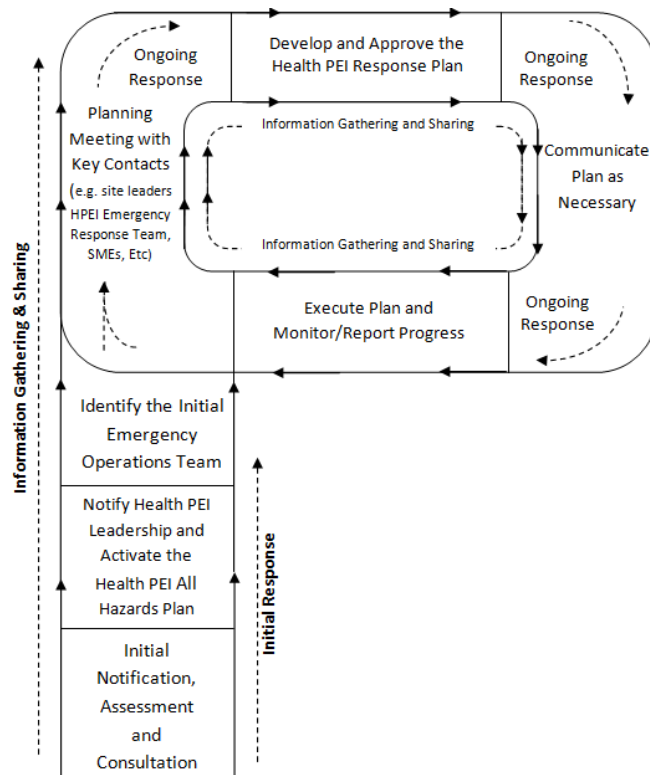
In some instances facilities and/or service areas may be grouped together to improve the efficiency and effectiveness of a response. For example, some Hospitals Services and Patient Flow and Community Services and Seniors Care facilities and services may be organized under one leader during a response. This alteration in the day to day chain of command would be done at the direction of the Health PEI Emergency Operations Director and in consultation with the impacted Executive Leadership Team members.

When activated within the Health PEI Emergency Response Team, the Planning function will provide overall planning direction, facilitation and support to facility and service level teams as well as the Health PEI Emergency Response Team. This may include identification of issues/problems and objectives, requirements and constraints guiding the response, facilitation, documentation and consolidation of plans, and collection, consolidation and distribution of situational awareness information and materials. Where possible, facility and service level resources will be engaged in aspects of planning related to their areas of responsibility, either through inclusion in the Planning Section Team or engagement in facilitated planning.

4.4 The Response Procedure – Planning P

Planning P (Figure 3)

The **Planning P**³ identifies key steps in the response procedure regarding both initial and ongoing response. While these steps may not be the only ones required during a response, they form a framework within which most other actions will take place.



4.5 The Response Procedure Explained:

Initial Notification, Assessment and Consultation

- This is the implementation of the notification procedures laid out in **Section 3.0** of this plan and includes:
 - Impacted executive director and/or Executive Leadership Team member is notified/becomes aware of an event
 - Assess the situation

³ This graphic is a modified version of the Incident Command System's Planning P. Modifications have been made to simplify the associated procedures and align with a Health PEI response.

Notify Health PEI Leadership and Activate Health PEI All Hazards Plan

- This is the continuation of the notification procedures laid out in **Section 3.0** of this plan and includes:
 - Notification of the CEO
 - Identify the initial level of plan activation
 - Determining what steps/directions are initially required by Health PEI Leadership
 - Communicating the level of activation and all relevant directions as laid out in **Section 3.4**

Identify the Initial Emergency Operations Team

- At this stage, the Health PEI Emergency Operations Director/CEO may assign team members to assist going forward with the response (these assignments should be altered as necessary as the incident evolves). This may include but would not be limited to:
 - **Health PEI Emergency Operations Director** (e.g. Executive Leadership Team Member)
 - **Information Officer** (e.g. Health PEI Communications Officer)
 - **Safety Officer** (e.g. OH&S, Infection Control, Subject Matter Experts, etc.)
 - **Liaison Officer** (e.g. Executive Leadership Team Member, Executive Director, Subject Matter Expert, etc.)
 - **Operations Section Staff** (e.g. Responsible Executive Leadership Team Members or Executive Directors)
 - **Planning Section Staff** (e.g. Executive Leadership Team Member(s), Executive Director(s) Other Planners, Researchers, Business Continuity/Emergency Management Officer, Subject Matter Experts, etc.)
 - **Logistic Section Staff** (e.g. Executive Leadership Team Member(s), Executive Director(s) Finance staff, Materials Management Staff, Human Resources staff, etc.)
 - **Finance and Administrative Section Staff** (e.g. Executive Leadership Team Member(s), Executive Director(s), Finance staff, Administrative staff, etc.)

Planning Meeting with Key Contacts

- As necessary, members of the assigned Emergency Operations Team should seek to gather information regarding the event and any response/support needs by speaking to/holding meetings with:
 - Facility/service level managers/leaders
 - Staff assigned to the Emergency Operations Team (in the previous step)
 - External supports and resources (other agencies, first responders, SMEs, etc.)
 - Other relevant contacts and sources

Develop and Approve a Health PEI Response Plan

- **Develop and document a way forward to respond to and manage the event from an organizational level by outlining the following:**
 - Review priorities – **Section 1.6 (Priorities)**
 - Identify issues, problems or drivers of plan activation (**Problems**)
 - Identify what the operation wants to achieve (**Objectives**)
 - Identify how stated objectives are to be met (**Strategies**)
 - Assign resources, including staff, to task and assign timeframes and a reporting schedule (**Tactics**)- This step may be left to “on the ground” operations staff
 - Alter Emergency Operations Team as necessary

Communicate the Plan as Necessary

- Communicate the plan through the Emergency Operations Team to all relevant staff and stakeholders, or as otherwise determined in the Health PEI Response Plan
- This can be done via face to face briefings, telephone briefings, e-mails, memos, etc.

Execute Plan and Monitor/Report Progress

- Execute plan within time frames given
- Reporting within prescribed parameters as per the Health PEI Response Plan
- Updates and reports are synthesized into a situation report and shared
- The situation report is used to guide the next meeting/discussion with key event contacts and to inform Emergency Operations Team and other stakeholders
- The ongoing response continues with a meeting/discussion with key event contacts, redevelopment/updating of the Health PEI Response Plan, etc.

4.6 Demobilization

Demobilization refers to the orderly, safe, and efficient return of incident resources to their original location and status.

The overall objective of demobilization is to effectively manage, control, and, with safety in mind, expedite the return to normal operations as appropriate.

The decision to reduce the size of the organization/demobilize resources will be based on the achievement of objectives. Demobilization planning begins with the activation of the first personnel and continues until the Incident Command System organization ceases operation. Resources can be released from the incident once their tactical objectives have been met.

General Demobilization Principles

- Planning for demobilization should begin prior to the actual demobilization
- Planning for demobilization is the responsibility of the Planning Section, specifically the Demobilization Unit, if activated
- Demobilization planning should be documented for complex incidents
- Demobilization planning should be driven by incident priorities, and objectives related specifically to demobilization should be developed
- Plans should be approved by the Incident Commander(s)
- **Plans should take into account the potential need to reactivate resources to escalate/alter the response**
- Demobilization plan development should engage all areas of the response operation (Command, Operations, Logistics, Finance and Admin, Safety, Communications, Liaison) with a focus, at least initially, on Operations (this may depend on identified de-escalation objectives)

Basic Components of a De-escalation/Demobilization Plan

- 1. General Information and procedures** – e.g. overview of how resources are identified and released, when briefings and information will be shared, guiding priorities and objectives, specifics regarding required notice and/or other logistics, etc.
- 2. Responsibilities** – e.g. who identifies resources which can be released, who authorizes release of identified resources, who supports release and remediation of resources (e.g. building cleaning, transport of staff or equipment, etc.), etc.
- 3. Release and Resumption Priorities**– e.g. what resources are to be released and/or repurposed first
- 4. Release Procedures** – e.g. how to go about getting a resource released/repurposed, service reactivated or deactivated, facilities repurposed, etc. (e.g. information flow, process, notifications, broad communication, inspections, cleaning/disinfecting, additional logistics, etc.)
- 5. A Directory** – e.g. key contacts, contacts for redeployed staff, lists of repurposed areas, non-Health PEI buildings being used, displaced patients, etc., if applicable

For additional information regarding demobilization responsibilities see Appendix H.

4.7 Operational Communication

Communication of event/emergency information may differ from day to day communication within Health PEI once this plan is activated.

During emergency operations, communications methods can be broken down into two general categories, **formal communication** and **informal communication**. These methods are used based on the type of information being shared.

Formal communication refers to communication up and down the chain of command and relies on the principals of chain of command (organizational hierarchy) and unity of command (each responder reports to only one individual/position).

Examples of when **formal communication** should be used include:

- When giving work assignments/direction (*work is assigned by a responder's immediate supervisor and flows down the chain of command*)
- When receiving work assignments/direction (*work assignments are valid only when received by a responder's immediate supervisor*)
- Making requests for resources, for example equipment, staff or facilities (*requests for resources go up the chain of command and authorizations/approvals flow down the chain of command*)
- Reporting progress on assigned tasks (*these flow up the chain of command to a responder's immediate supervisor*)
- Distribution of formal situation reports (*these flow down the chain of command to responders from their immediate supervisor*)
- Decisions regarding resource use, protocols, methods, etc. (*these flow down the chain of command to responders from their immediate supervisor*)

Informal communication refers to communication between individuals and/or groups where incident/emergency information is exchanged which does not involve tasking of resources, requests for resources, requests for support or official situation or progress updates.

Examples of when **informal communication** can be used include:

- Sharing information on team size when outfitting the team with equipment
- Brainstorming alternative strategies
- Providing logistical information once it has been approved (e.g. parking, waste disposal, supply tracking procedures)
- Sharing or reiterating, protocols, decisions, methods, etc. once they have been approved

Informal communication should never be used when:

- Assigning or receiving work assignments
- Requesting resources
- Directing the use of resources
- Developing and approving protocols and methods relate to the response

At times, there may be questions or lack of clarity regarding what requires formal vs. informal communication and judgment calls may be required. These judgment calls can be made easier by incident leadership through clear identification of approved procedures, clear identification of who information can be shared with and through understanding the characteristics of information requiring formal vs. informal communication. In the end, responders are responsible for the information that they share.

When this plan has been activated, formal communication will follow the chain of command outlined by the Emergency Operations Team. When necessary, alternate communications procedures will be identified and communicated in the Health PEI Response Plan.

5. FINANCIAL ADMINISTRATION

5.1 Emergency Event Procurement

In the event of an Emergency:

- Financial management and control during an emergency or critical service disruption will be governed by the provisions of the Financial Administration Act and the Treasury Board Policy Guidelines
- Program-signing authority and dollar amounts will commensurate with the duties and responsibility as authorized for day to day operations. The responsibility and authority to secure goods and services are to be as stated in section 6.07 “Delegation of Signing Authority” of the Treasury Board Policy and Procedures Manual
- Each program-signing authority is expected to:
 - Procure goods and services from established suppliers following the established purchasing practice through pre-planned contracts for goods and services;
 - If unique goods and services are required to respond to the emergency or critical service disruption, special authorization shall be provided by the Director of Materials Management prior to procurement;

- In adherence with the Incident Command System principles of Unity of Command and the Chain of Command the Director of Materials Management may be directed to provide or bypass this special authorization process by his/her immediate supervisor under the ultimate authority of the Health PEI Emergency Operations Director in conjunction with the Health PEI Executive Director of Corporate Services or an assigned Technical Specialist; and
- Ensure Emergency Event – Cost Reporting Procedures are implemented and followed i.e., Project Code and Payroll Task Codes are used on all emergency and critical service disruption related expenditures.

5.2 Emergency Event Cost Reporting Procedures

In the event that the Health PEI All Hazards Plan is activated, the decision regarding the creation of emergency specific financial recording codes will be made by the Health PEI Emergency Operations Director in conjunction with the with the Chief Financial Officer or an assigned Technical Specialist. This decision will be made based on the severity of the event and the actual or potential financial implications of the event, including mitigation, prevention, response and recovery costs.

If it is determined that specific financial reporting codes will be used for an emergency or critical service disruption, the following Cost Reporting Procedures must be followed:

1. Health PEI Financial Controller will activate an Emergency Event Project Code and Payroll Task Code

Project Code:

- Emergency Incident "X"

Payroll Task Code:

Emergency Incident "X"

2. The Comptroller or designate will determine the services and facilities affected and create an account code combination using the above Project Code
3. The Comptroller or designate will send out "Emergency Incident - Cost Reporting Procedures Communication" to ensure all staff are notified that Project and Payroll Task Codes are to be recorded on all Emergency Related costs

5.3 Emergency Public Information

During an emergency or critical service disruption impacting Health PEI, the Health PEI Emergency Public Information Plan may need to be activated. The purpose of the Health PEI Emergency Public Information Plan is:

- To ensure that timely and accurate information is provided externally to the public and other officials
- To enable the coordination and distribution of public information related to the emergency
- To enable the identification of personnel, procedures and resources required to implement the Health PEI Emergency Public Information Plan

The Health PEI Emergency Public Information Plan is based on the Incident Command System. Under the Incident Command System the majority of responsibilities related to public information rest with the Information Officer. The Information Officer will be part of the Emergency Operations Team and is assigned by and reports directly to the Health PEI Emergency Operations Director.

APPENDICES

APPENDIX A – EMERGENCY OPERATIONS TEAM JOB ACTION SHEETS

**These Job Action Sheets are intended to be general, specific events and/or plans may require alterations to these roles.*

Health PEI Emergency Operations Director Job Action Sheet

Mission: Organize and direct the Emergency Response Team, Health PEI Response Plan and emergency response operations at a system level and fulfill any unassigned functions

Initial Task
Obtain initial briefing from staff with knowledge of the situation
Initiate and direct the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan including: <ul style="list-style-type: none"> • Initial Notification Assessment and Consultation • Notify Health PEI Leadership and Activate Health PEI All Hazards Plan • Identify Emergency Operations Team • Meet/Discuss Event with Key Contacts • Develop and Approve the Health PEI Response Plan • Communicate the Plan as Necessary • Execute Plan and Monitor/Report Progress
Assign assistants and response roles within or outside the Emergency Operations Team as required
Establish Emergency Operations Centre as necessary
Ensure contact has been established with necessary external agencies personally or through the Liaison Officer as necessary
As necessary, alert Health PEI Departmental Emergency Services Officers (Primary and Alternates) of the event and consult with the DESO regarding notification of the PEI Emergency Measure Organization
Assign staff to support command functions as necessary
Additional Tasks
Develop, approve and prioritize objectives and direct the implementation of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan
Assign an alternate/alternates and develop a coverage schedule as necessary, based on demands
Escalate/deescalate and communicate the level of Health PEI All Hazards Plan activation as necessary
Identify, assign and communicate 24/7 contacts(if any) as per the Health PEI Response Plan
Authorize the acquisition and/or deployment of resources(including human) as needed
Develop and/or authorize, in conjunction with Information Officer, information releases to staff, the media and other stakeholders
Provide briefings to Health PEI CEO, Health PEI Board of Directors and the Deputy Minister/DHW representatives as deemed necessary
Prepare shift change report/brief for the relief Health PEI Emergency Operations Director (end of operational/planning/business cycle/shift)
Demobilization Tasks
Determine the need to deactivate/demobilize the Health PEI All Hazards Plan
Approve and supervise the demobilization of sections and staff
Ensure the development of a written after action report and facilitation of an after action debrief

Information Officer Job Action Sheet

Reports to: _____ Health PEI Emergency Operations Director _____

Mission: Responsible for developing and distributing internal and external messaging and information.

Initial Tasks
Obtain a briefing from the Health PEI Emergency Operations Director, CEO and/or staff with knowledge of the situation
Follow initial direction provided by the Health PEI Emergency Operations Director or CEO
Assist and participate in the execution of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan as necessary, providing input on: <ul style="list-style-type: none"> • Initial Notification Assessment and Consultation • Notify Health PEI Leadership and Activate Health PEI All Hazards Plan • Identify Emergency Operations Team • Meet/Discuss Event with Key Contacts • Develop and Approve the Health PEI Response Plan • Communicate the Plan as Necessary • Execute Plan and Monitor/Report Progress
Assess the event to determine public and internal information requirements and mediums for dissemination of information
Advise on the appointment of an official spokesperson for Health PEI (this is the Health PEI Emergency Operations Director unless otherwise designated) – other organization may take the lead
Develop an overall and/or issue specific communication plan(s) as necessary
Identify any restrictions related to information that can be shared
Develop key messages for the designated spokesperson(s)
Assign staff to support internal and public information functions as necessary including assistants
Issue memos, news releases/ public service announcements or other communications in accordance with the Health PEI Response Plan, and incident needs
Additional Tasks
Continue to support the implementation of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan
Assign an alternate/alternates and develop a coverage schedule as necessary, based on demands
Communicate with key agencies (maybe on or off-site) to coordinate release of information to responders and the public
Monitor and report to the Emergency Operations Team on event information being shared through various media
Identify and work with other team members to acquire any required communications resources required to facilitate information sharing (e.g. public information lines)
Prepare shift change report/brief for the relief Information Officer
Demobilization Tasks:
Assist with the development and implementation of a Health PEI All Hazards Plan demobilization plan
Continue internal and external communications roles during demobilization
Participate in post event debriefs as necessary

Safety Officer Job Action Sheet

Reports to: Health PEI Emergency Operations Director

Mission: Monitor event operations and advise the Health PEI Emergency Operations Director on all matters relating to operational safety (*i.e. safety of responders/Health PEI staff*).

Initial Tasks
Obtain a briefing from the Health PEI Emergency Operations Director , CEO and/or staff with knowledge of the situation
Follow initial direction provided by the Health PEI Emergency Operations Director or CEO
Assist and participate in the execution of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan as necessary, providing input on: <ul style="list-style-type: none"> • Initial Notification Assessment and Consultation • Notify Health PEI Leadership and Activate Health PEI All Hazards Plan • Identify Emergency Operations Team • Meet/Discuss Event with Key Contacts • Develop and Approve the Health PEI Response Plan • Communicate the Plan as Necessary • Execute Plan and Monitor/Report Progress
Ensure the following activities are initiated as appropriate based on the event/situation: <ul style="list-style-type: none"> • Evaluate hazards and identify personnel safety issues • Specify type and level of personal protective equipment (PPE) to be utilized by staff to ensure their protection (this includes non-medical PPE) • Advise on and/or coordinate safety efforts as necessary • Identify and report hazards and unsafe conditions to the Emergency Operations Team and others during briefings and planning meetings
Assign staff to support safety functions as necessary including assistants
Additional Tasks
Continue to support the implementation of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan
Assign an alternate/alternates and develop a coverage schedule as necessary, based on demands
Monitor for signs of staff fatigue and burn out and advise the Health PEI Emergency Response Team on the assignment of alternates as necessary
Exercise the authority to advise on and/or stop and prevent unsafe practices and actions
Monitor operational safety in conjunction with on site facility/program staff and the Emergency Operations Team as necessary
Prepare shift change report/brief for the relief Safety Officer
Demobilization Tasks
Assist with the development and implementation of a Health PEI All Hazards Plan demobilization plan ensuring safety risks are highlighted, communicated and mitigated
Participate in post event debriefs as necessary

Liaison Officer Job Action Sheet

Reports to: _____ Health PEI Emergency Operations Director _____

Mission: Function as event contact person for representatives of external agencies and fulfill or direct information requests as appropriate

Initial Tasks
Obtain a briefing from the Health PEI Emergency Operations Director, CEO and/or staff with knowledge of the situation
Follow initial direction provided by the Health PEI Emergency Operations Director or CEO
Assist and participate in the execution of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan as necessary, providing input on: <ul style="list-style-type: none"> • Initial Notification Assessment and Consultation • Notify Health PEI Leadership and Activate Health PEI All Hazards Plan • Identify Emergency Operations Team • Meet/Discuss Event with Key Contacts • Develop and Approve the Health PEI Response Plan • Communicate the Plan as Necessary • Execute Plan and Monitor/Report Progress
Establish contact with external partners as necessary to support the Health PEI Response Plan
Gather information from and share information with external partners as necessary to support the Health PEI Response Plan
Assign staff to support liaison functions as necessary including assistants
Additional Tasks
Continue to support the implementation of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan
Assign an alternate/alternates and develop a coverage schedule as necessary, based on demands
Continue information gathering and sharing as necessary
Identify and work collaboratively to resolve interagency coordination challenges
Prepare shift change report/brief for the relief Liaison Officer
Demobilization:
Assist with the development and implementation of a Health PEI All Hazards Plan demobilization plan ensuring external agencies remain informed and involved as necessary
Participate in post event debriefs as necessary

Operations Section Lead(s) Job Action Sheet

Reporting to: _____ Health PEI Emergency Operations Director _____

Mission: Responsible for overseeing all tactical operations. **Roles in this section will often be filled by members of Executive Leadership Team who will oversee and represent their areas of responsibility.**

Initial Tasks
Obtain a briefing from the Health PEI Emergency Operations Director, CEO and/or staff with knowledge of the situation
Follow initial direction provided by the Health PEI Emergency Operations Director
Assist and participate in the execution of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan as necessary, providing input on: <ul style="list-style-type: none"> • Initial Notification Assessment and Consultation • Notify Health PEI Leadership and Activate Health PEI All Hazards Plan • Identify Emergency Operations Team • Meet/Discuss Event with Key Contacts • Develop and Approve the Health PEI Response Plan • Communicate the Plan as Necessary • Execute Plan and Monitor/Report Progress
Act as the direct connection between facilities or services within your area of responsibility to the Emergency Operations Team as necessary
Assign staff and develop an operations structure as necessary within you area(s) of responsibility as necessary
Communicate event information, information requests and directions to your area of responsibility as per the Health PEI Response Plan as necessary
Identify and report resources/support needs to the Emergency Operations Team
Additional Tasks
Continue to support the implementation of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan
Assign an alternate/alternates and develop a coverage schedule as necessary, based on demands
Monitor the implementation of plans and the status of facility and service areas within your area of responsibility
Report on progress and status of facility and service areas as necessary
Disseminate event information to your facility and service areas and/or direct reports as necessary
Acquire and deploy/redeploy resources from your facility and service areas as necessary to support the Health PEI Response Plan as requested by other member of the Emergency Operations Team and with authorization of the Emergency Operations Manager
Prepare shift change report/brief for the relief Operations Section Lead/Staff
Demobilization Tasks
Provide advice to the Health PEI Emergency Operations Director regarding demobilization of the Health PEI All Hazards Plan
Assist with the development and implementation of a Health PEI All Hazards Plan demobilization plan ensuring facility and service areas are aware of the plan and are following any necessary actions
Participate in post event debriefs as necessary

Planning Section Lead Job Action Sheet

Reporting to: _____ Health PEI Emergency Operations Director _____

Mission: Responsible for providing planning services, developing and documenting plans as well as gathering information and updates related to the event.

Initial Tasks
Obtain a briefing from the Health PEI Emergency Operations Director, CEO and/or staff with knowledge of the situation
Oversee facilitation of the execution of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan as necessary, providing input on: <ul style="list-style-type: none"> • Initial Notification Assessment and Consultation • Notify Health PEI Leadership and Activate Health PEI All Hazards Plan • Identify Emergency Operations Team • Meet/Discuss Event with Key Contacts • Develop and Approve the Health PEI Response Plan • Communicate the Plan as Necessary • Execute Plan and Monitor/Report Progress
Follow initial direction provided by the Health PEI Emergency Operations Director or CEO
Assign staff and develop the Planning Section structure as necessary
Monitor the event as required and provide initial situation report
Gather and share information with the Emergency Operations Team as required
Organize and facilitate planning sessions and meetings as required
Develop documentation (plans, memos, resource lists, etc.) as required
Additional Tasks
Continue to support the implementation of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan – particularly development and documentation of objectives and strategies
Assign an alternate/alternates and develop a coverage schedule as necessary, based on demands
Collect information and develop and distribute situation reports/updates
Ensure all relevant stakeholders are included in briefings, situation updates and planning sessions
Work closely with Operations staff, Logistics staff and the Safety Officer to facilitate the development of response plans as required
Schedule and facilitate planning meetings with the Emergency Response Team, other teams, facility and/or service staff as necessary
Complete or designate to the following as necessary: <ul style="list-style-type: none"> • Develop and maintain event contact group, gather updates and information as necessary • Distribute reports to relevant parties based on pre-determined reporting schedule • Critical resource tracking • Demobilization planning
Incorporate relevant plans, procedures and information into the Health PEI Response Plan
Prepare shift change report/brief for the relief Planning Section Lead/Staff
Demobilization Tasks
Provide advice to the Health PEI Emergency Operations Director regarding deactivation/demobilization of the Health PEI All Hazards Plan
Lead the development and implementation of a demobilization plan
Participate in post event debriefs as necessary

Logistics Section Job Action Sheet

Reporting to: _____ Health PEI Emergency Operations Director _____

Mission: Responsible for coordination of all event support needs (e.g. supplies, transportation, security, equipment etc.) at the Emergency Operations Centre and/or to support field operations.

Initial Tasks
Obtain a briefing from the Health PEI Emergency Operations Director, CEO and or staff with knowledge of the situation
Assist and participate in the execution of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan as necessary, providing input on: <ul style="list-style-type: none"> • Initial Notification Assessment and Consultation • Notify Health PEI Leadership and Activate Health PEI All Hazards Plan • Identify Emergency Operations Team • Meet/Discuss Event with Key Contacts • Develop and Approve the Health PEI Response Plan • Communicate the Plan as Necessary • Execute Plan and Monitor/Report Progress
Follow initial direction provided by the Health PEI Emergency Operations Director or CEO
Assign staff and develop the Logistics Section structure as necessary
Work closely with Operations staff, Planning staff and Finance and Administration staff to identify, track, procure and distribute/manage critical supplies, equipment and services
Identify and arrange for any additional support services related to the response in conjunction with the Finance and Administration Section as necessary (e.g. security, consulting, maintenance, transport, facilities, etc.)
Additional Tasks
Continue to support the implementation of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan
Assign an alternate/alternates and develop a coverage schedule as necessary, based on demands
Track critical resources and their quantities and notify the Emergency Operations Team of potential shortages
Arrange for/set up/order/ manage/maintain services, facilities, transportation, communications and other resources required to support ongoing operations
Call in or assign specialist/subject matter expert resources as necessary
Prepare shift change report/brief for the relief Logistics Section Lead/Staff
Demobilization Tasks
Provide advice to the Health PEI Emergency Operations Director regarding deactivation/demobilization of the Health PEI All Hazards Plan
Assist with the development and implementation of a Health PEI All Hazards Plan demobilization plan
Participate in post event debriefs as necessary

Finance and Administration Section Job Action Sheet

Reporting to: _____ Health PEI Emergency Operations Director _____

Mission: Responsible for all aspects of financial management, record keeping, procurement and cost analysis and monitoring and administrative support.

Initial Tasks
Obtain a briefing from the Health PEI Emergency Operations Director, CEO and or staff with knowledge of the situation
Assist and participate in the execution of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan as necessary, providing input on: <ul style="list-style-type: none"> • Initial Notification Assessment and Consultation • Notify Health PEI Leadership and Activate Health PEI All Hazards Plan • Identify Emergency Operations Team • Meet/Discuss Event with Key Contacts • Develop and Approve the Health PEI Response Plan • Communicate the Plan as Necessary • Execute Plan and Monitor/Report Progress
Follow initial direction provided by the Health PEI Emergency Operations Director or CEO
Assign staff and develop the Finance and Administration Section structure as necessary
Provide financial analysis, advice and estimates as required to support the Health PEI Response Plan
Administer all financial matters pertaining to vendor contracts, leases, and fiscal agreements
Track and record staff time and payment information related to the incident
Collect cost data, provide cost estimates and make cost saving recommendations
Implement Section 5 Financial Administration of the Health PEI All Hazards Plan as necessary
Additional Tasks
Continue to support the implementation of the Response Procedure outlined in Section 4.4/4.5 of the Health PEI All Hazards Plan
Assign an alternate/alternates and develop a coverage schedule as necessary, based on demands
Ensure all personnel and equipment time records are accurately completed, in conjunction with facility/program representatives and external agencies, and transmitted to relevant parties as required
Access, distribute and approve use of funds in conjunction with the Health PEI Emergency Operations Director, Executive Leadership Team/Emergency Operations Team and facility/program representatives
Arrange for and support recordkeeping needs of the Emergency Operations Team and additional teams as required
Prepare shift change report/brief for the relief Finance Section and Administration Lead/Staff
Demobilization Tasks
Provide advice to the Health PEI Emergency Operations Director regarding deactivation/demobilization of the Health PEI All Hazards Plan
Assist with the development and implementation of a Health PEI All Hazards Plan demobilization plan
Participate in post event debriefs as necessary

APPENDIX B – PLANNING WITH THE INCIDENT COMMAND SYSTEM – DEVELOPING A HEALTH PEI RESPONSE PLAN

Response efforts using Incident Command System as the organizing principle are guided by an incident action plan. In the case of the Health PEI All Hazards Plan, this plan is referred to as the Health PEI Response Plan. This plan may be developed prior to an event or in response to an event. For small events the plan may be unwritten, for larger, and pre planned response it will be documented.

Three main components make up the backbone of a plan:

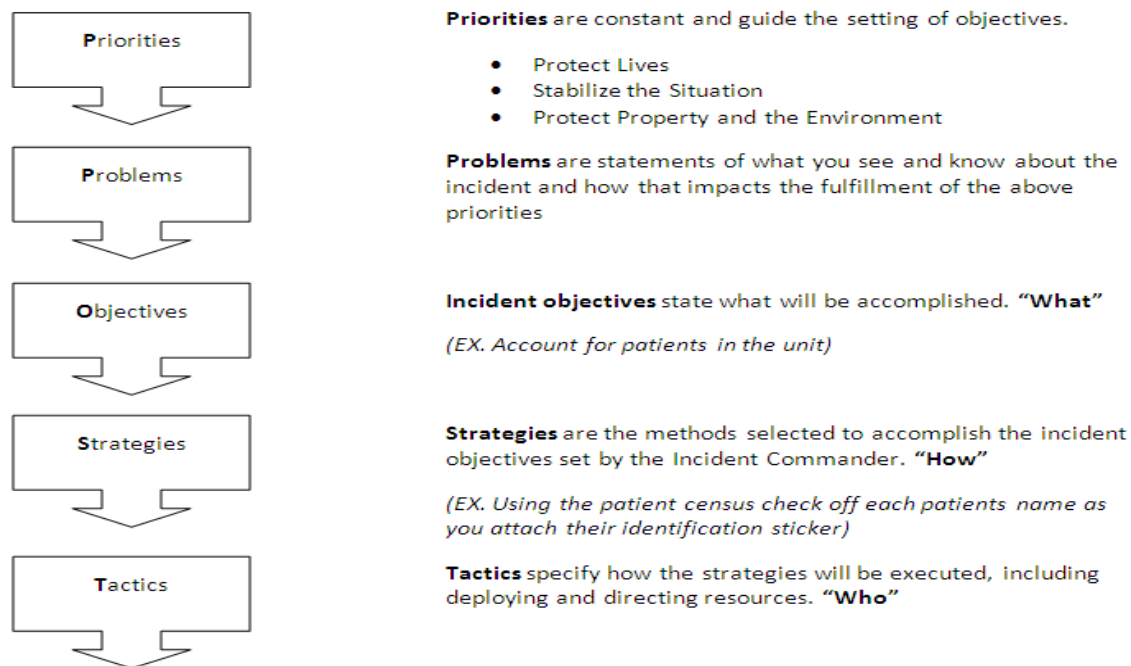
Objectives- objectives answer the question of what needs to be accomplished and are specific, measurable, action oriented, realistic and have attached time frames.

Strategies- Strategies describe the general method that should be used to achieve an objective and should be feasible, practical, within safety norms and cost effective. Alternative strategies should also be considered for each incident objective.

Tactics- Tactics describe the method for meeting a chosen strategy and identifies and assigns resources (human and equipment) for implementing the chosen method. Tactics should be monitored to ensure effectiveness and adjusted as necessary.

Developing an Incident Action Plan

P.P.O.S.T. This can serve as a reminder of the components of an incident action plan and the order in which the components must be established.



APPENDIX C – INCIDENT ACTION LOG TEMPLATE

Incident Action Log				
Incident Name:		Operational Period:	Date From:	Date to:
			Time From:	Time to:
Date & Time	Activity			
Prepared by:	Name:		Position Title:	
	Signature		Date/Time:	

APPENDIX D – COMMUNICATION LOG TEMPLATE

Incident Communications Log				
Event Name:			Log Date:	
Position:			Operational Period:	
Staff Name:				
Time	Message To:	Message From:	Subject	Additional Notes
Staff Signature:				

APPENDIX E – POST EVENT DEBRIEF TEMPLATE

Event Type:	
Event Description:	
Date:	
Additional Comments:	

What worked well:
•
•

Obs #	Observation	Recommended Action	Individual Responsible	Action Taken/Date
1		•		
2		•		
3		•		
4		•		

Debrief Participants	Position Title	Response Role

Additional Comments:

APPENDIX F – COMPLEMENTARY PLANS

Provincial Response

PEI Provincial All Hazards Plan

Pursuant to Section 6 of the PEI Emergency Measures Act, the PEI Office of Public Safety has created an PEI All Hazards Plan with the objectives of coordinating the Provincial response to a major emergency or disaster to prevent or limit: loss of life; injury to persons; damage to property or the environment; and economic loss. Understanding this plan is critical to understanding how to access provincial and national resources outside the health system.

The plan outlines:

- Levels of provincial response
- Responsibilities of government departments in the event of an emergency
- Processes for activation and deactivation of the plan
- Processes for coordination of response
- Process for accessing federal resources

Each government department and some agencies have been tasked with specific responsibilities and have identified Departmental Emergency Services Officers (DESO) to ensure these responsibilities are carried out. Specific duties of the DESO include but may not be limited to:

- Notifying Health PEI Executive Leadership Team of activation of the PEI All Hazards Emergency Plan
- Analyzing risks
- Preparing, developing, implementing and exercising emergency plans, which may include, but are not limited to the following:
 - organizational structure;
 - emergency response structure;
 - concept of operations;
 - department responsibilities;
 - departmental business continuity plan;
 - resources - personnel; and
 - resources - equipment, material, infrastructure.
- Allocating equipment, human resources and facilities as required in response to, or in anticipation of, an emergency impacting the province
- Assessing the department's ability to function or to provide expected or mandated services during an emergency or disaster
- Serving as a member of the Joint Emergency Operations Centre Operations (JEOC) Group during an emergency
- Being available to report to the JEOC when requested to provide advice or resources on behalf of the department
- Attending DESO meetings/workshops, and participating in training and tabletop exercises
- Facilitating the delivery of emergency management training programs for departmental staff as required

- Managing the authorization of expenditures for departmental emergency operations by channeling requests to the appropriate Lead, Executive Director or Emergency Operations Team member⁴
- Maintaining a log of events and expenditures incurred during emergencies
- Working with the Information Officer to develop and disseminate emergency information related departmental responsibilities
- Remaining in contact with and providing updates to the Health PEI Emergency Operations Director, CEO and/or other members of the Health PEI Emergency Operations Team

Specific emergency management responsibilities, for the health sector, under the Provincial All Hazards Plan, beyond the general DESO responsibilities, include but may not be limited to:

- developing a program to instruct and train relevant Health PEI personnel in emergency health procedures;
- ensuring that all Health PEI operated 24/7 health care facilities have emergency and disaster plans in place and that the plans are regularly exercised and reviewed;
- evaluating any health threat (excluding those of a public health nature) to the public, and providing information, advice and instructions on health matters;
- coordinating and providing health services, both institutional and community-based (public) in an area affected by an emergency;
- designating, developing, training and deploying general and specialist emergency medical teams;
- planning for and establishing emergency hospitals and/or other emergency medical installations;
- providing continuity of essential and/or special treatment and care services;
- providing additional supplies and equipment for mass casualty care; and
- arranging for ground and air medical evacuations.

Note on Municipalities and First Responders

Each facility/program will be supported by different external organizations which may include local or provincial police departments, fire departments, municipal governments, etc. At a system level it is important to be clear on who provides what services to what facility/program.

Health PEI facilities and programs are responsible for managing their relationship with these organizations in preparation for and during a response to an emergency. It is important for the Executive Leadership Team members to be aware of which facilities/programs deal with which agencies in order to ensure coordination efforts are directed towards appropriate agencies.

⁴ This is a variation of the responsibilities outlined for DESOs in the PEI All Hazards Plan which state the DESO is responsible for “authorizing and controlling expenditures for departmental/agency emergency operations;”

FEDERAL RESPONSE

Pan Canadian Health Emergency Coordination Protocols

Through this system of protocols the goal is to enhance coordinated FPT health emergency response capacity by facilitating notification, information-sharing, communication, planning and decision-making between and amongst multiple jurisdictions during any type of emergency.

From a Health PEI perspective these protocols touch on two key items which must be supported by Health PEI:

1) *Single window concept*

The single window concept is the establishment of consistent single jurisdictional points of contact intended to facilitate inter-jurisdictional coordination by providing a clear and agreed upon single source for information sharing.

2) *Health Portfolio Operations Centre (HPOC)*

The Health Portfolio Operations Centre (HPOC) will act as the “communications hub” both as a single window for notification and to quickly alert contacts in the Pan-Canadian Health Emergency Management 24/7 Emergency Contact Network (HEMCN) of a possible emergency with potential Pan-Canadian implications.

FPT jurisdictions will identify and use the single window concept to support Pan-Canadian Health Emergency coordination - including facilitating other FPT arrangements such as:

- Access to Federal Chemical, Biological, Radiological, Nuclear, or Explosives (CBRNE) expertise; and,
- The *Operational Framework for Mutual Aid Surge Requests: Health Care Professionals*.

The single window contact that has been identified in Prince Edward Island rests with the Department of Health and Wellness Chief Public Health Officer on call. This position will be responsible for communicating information to FPT partners through the HPOC from the province and receiving and disseminating information provided by the HPOC to provincial stakeholders.

All notification of the HPOC in PEI will take place through the Single Window contact. The Health PEI Emergency Operations Director, in conjunction with the Emergency Operations Team and impacted facilities and programs, will determine what the response needs are and the Health PEI Emergency Operations Director or designate will, if necessary, request the Single Window contact HPOC. The Single Window Contact will make the final decision on whether notification of HPOC is required.

APPENDIX G - KEY INCIDENT COMMAND SYSTEM PRINCIPLES

1) Common Terminology

The ability to communicate within the Incident Command System is absolutely critical. An essential method for ensuring the ability to communicate is by using common terminology. A key part of effective incident management is for all communications to be in plain language. That is, using clear, common language and avoiding radio codes, agency specific codes, or jargon.

2) Establishing Command and Transferring Command

Command is the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority. At an incident scene, the Incident Commander has the authority to assume command.

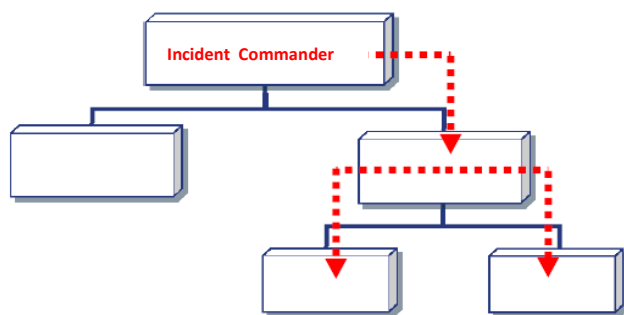
The process of moving the responsibility for incident command from one Incident Commander to another is called transfer of command. Transfer of command may take place when:

- A more qualified person assumes command
- The incident situation changes over time
- Changing command makes good sense. i.e., an Incident Management Team takes command of an incident from a facility team due to increased incident complexity
- There is normal turnover of personnel on long or extended incidents, i.e., to accommodate work/rest requirements

3) Chain and Unity of Command

Chain of command is the orderly line of authority within the ranks of the organization with lower levels subordinate and connected to higher levels. Chain of command is used to communicate direction and maintain management control.

Chain of Command Example



Unity of Command

The concept of Unity of Command means that personnel:

- Report to only one supervisor
- Take direction from only one supervisor

4) Unified Command

During a multi-agency response, the Incident Command System allows for a Unified Command Structures. Unified Command allows all responsible agencies to manage an incident by establishing a common set of incident objectives and strategies. This would involve multiple Commanders/Emergency Operations Directors from within Health PEI or various organizations working collaboratively, presiding over one team, one set of plans and one response.

As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

Under Unified Command, each responder still reports to and receives direction from only one supervisor.



5) Management by Objectives

All levels of a growing Incident Command System organization must have a clear understanding of what is required to manage the incident. Management by objectives is an approach used to communicate requirements through the entire Incident Command System organization.

Management by Objectives can be accomplished through the application of the incident action planning process, which includes the following steps:

Step 1: Understand agency policy, priorities and direction

Step 2: Assess incident situation in light of priorities and identify problems

Step 3: Establish incident objectives (“what” you are going to do)

Step 4: Select appropriate strategy or strategies to achieve objectives (“how” will you do it)

Step 5: Perform tactical direction (applying tactics appropriate to the strategy, assigning the right resources, and monitoring their performance)

Step 6: Provide necessary follow-up (changing strategy or tactics, adding or subtracting resources, etc.)

6) Incident Action Plan (IAP)

Every incident response must have an action plan. An Incident Action Plan is a verbal or written plan containing general objectives and strategies for managing an incident. Incident Action Plans include the measurable objectives to be achieved and strategies to apply to achieve them. Incident Action Plans are prepared around a timeframe called an operational period.

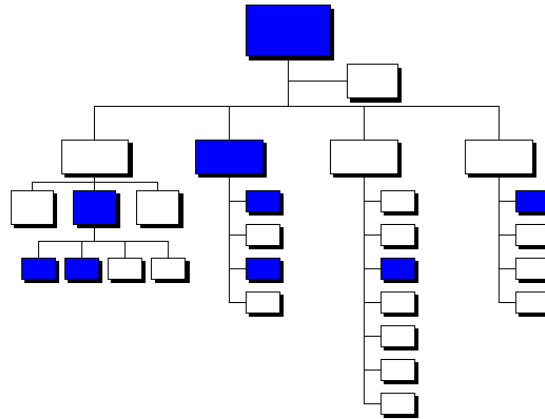
At the simplest level, all Incident Action Plans must have four elements:

1. What do we want to do?
2. Who is responsible for doing it?
3. How do we communicate with each other?
4. What is the procedure if someone in the Incident Command System organization is injured?

7) Modular Organization

The Incident Command System organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident and the specifics of the hazard environment created by the incident. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated.

As the Incident Command System organizational structure expands, the number of management positions also expands to adequately address the requirements of the incident. In the following example only the functions represented by the blue boxes were filled to meet the needs of the incident.



8) Manageable Span of Control

Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during an emergency or incident response. Span of control is the key to effective and efficient incident/emergency management. Effective span of control may vary from a 1:3 supervisor to staff ratio, to a 1:7 ratio, with 1:5 being the ideal. If the number of reporting elements falls outside of these ranges, expansion or consolidation of the organization may be necessary.

9) Comprehensive Resource Management

Incident Command System resources can be divided into two categories:

Tactical resources: Personnel and major items of equipment that are available or potentially available to the Operations function are called tactical resources.

Support resources: All other resources required to support the incident. Food, communications equipment, tents, supplies, and vehicles are examples of support resources.

Maintaining an accurate and up to date picture of resource utilization is a critical component of resource management.

Comprehensive resource management includes processes for:

- Categorizing resources
- Ordering resources
- Dispatching resources
- Tracking resources
- Recovering resources

10) Incident Locations and Facilities

Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes, such as decontamination, donated goods processing, mass care, evacuation, etc. Note that Incident Command System uses pre-designated incident facilities. The Incident Commander establishes these facilities based on the requirements and complexity of the incident. Facilities may include:

Incident Command Post (ICP): The field location at which the primary tactical-level, on scene incident command functions are performed. The ICP may be co-located with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Base: The location at which primary Logistics functions for an incident are coordinated. There is only one Base per incident (Incident name or other designator will be added to the term Base). The Incident Command Post may be co-located with the Base.

Staging Area: The location established where resources can be placed while awaiting a tactical assignment.

Camp: A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

11) Integrated Communications

The use of a common communications plan is essential for ensuring that responders can communicate with one another during an incident. Communication equipment, procedures, and systems must operate across jurisdictions (interoperability).

Developing an integrated voice and data communications system, including equipment, systems and protocols, must occur prior to an incident.

Effective Incident Command System communications include three elements:

Modes: The “hardware” systems that transfer information

Planning: Planning for the use of all available communications resources

Networks: The procedures and processes for transferring information internally and externally

Just as every incident requires an Incident Action Plan (IAP), every incident also needs a Communications Plan. Like the action plan, it can be very simple and stated verbally, or it can be quite complex, and form a part of a written IAP.

12) Information and Intelligence Management

The analysis and sharing of information and intelligence is an important component of Incident Command System. The incident management organization must establish a process for gathering, sharing and managing incident related information and intelligence.

Operational information that may come from a variety of different sources, such as:

- Risk assessments
- Medical intelligence
- Weather information
- Structural designs
- Toxic contaminant levels

- Utilities and public works
- Structural designs
- Geospatial data

13) Accountability

Effective personnel accountability during incident operations is essential at all jurisdictional levels and within functional areas. Individuals must abide by their agency policies and guidelines and any applicable local, Provincial or Federal rules, regulations, bylaws and legislation.

The features and principles of Incident Command System that contribute to personnel accountability include:

Check-in: All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Check-in officially logs a responder in at the incident. The check-in process and information helps to:

- Ensure personnel accountability
- Track resources
- Prepare personnel for assignments and reassignments
- Locate personnel in case of emergency
- Establish personnel time records and payroll documentation
- Plan for releasing personnel
- Organize the demobilization process

Incident Action Plan (IAP): Response operations must be directed and coordinated as outlined in the IAP. An assignment list in the IAP identifies resources with active assignments in the Operations Section

Unity of Command: Each Individual involved in incident operations will be assigned to only one supervisor

Span of Control: Supervisors must be able to adequately supervise and control their subordinates

Resource Tracking: Supervisors must record and report resource status changes as they occur

Resources Unit: Maintains the status of all assigned resources

14) Dispatch and Deployment

At any incident or event, the situation must be assessed and response planned. Resources must be organized, assigned and directed to accomplish the incident objectives. As the resources work, they must be managed to adjust to changing conditions. Managing resources safely and effectively is extremely important at all incidents.

APPENDIX H – DEMOBILIZATION RESPONSIBILITIES

All Incident Supervisors and Managers: Identify excess resources and provide a list and priorities to the Demobilization Unit

Incident Commander: Approves resource orders and demobilization

Liaison Officer: Identifies terms of agreements with assisting agencies in regard to release of the resources and special needs

Safety Officer: Considers physical condition of personnel and ensures that supervisors assess their subordinates' ability to travel

Operations Section: Identifies continuing needs for operational resources and those that are, or will be, excess to the incident, and prepares a list for the Demobilization Unit Leader

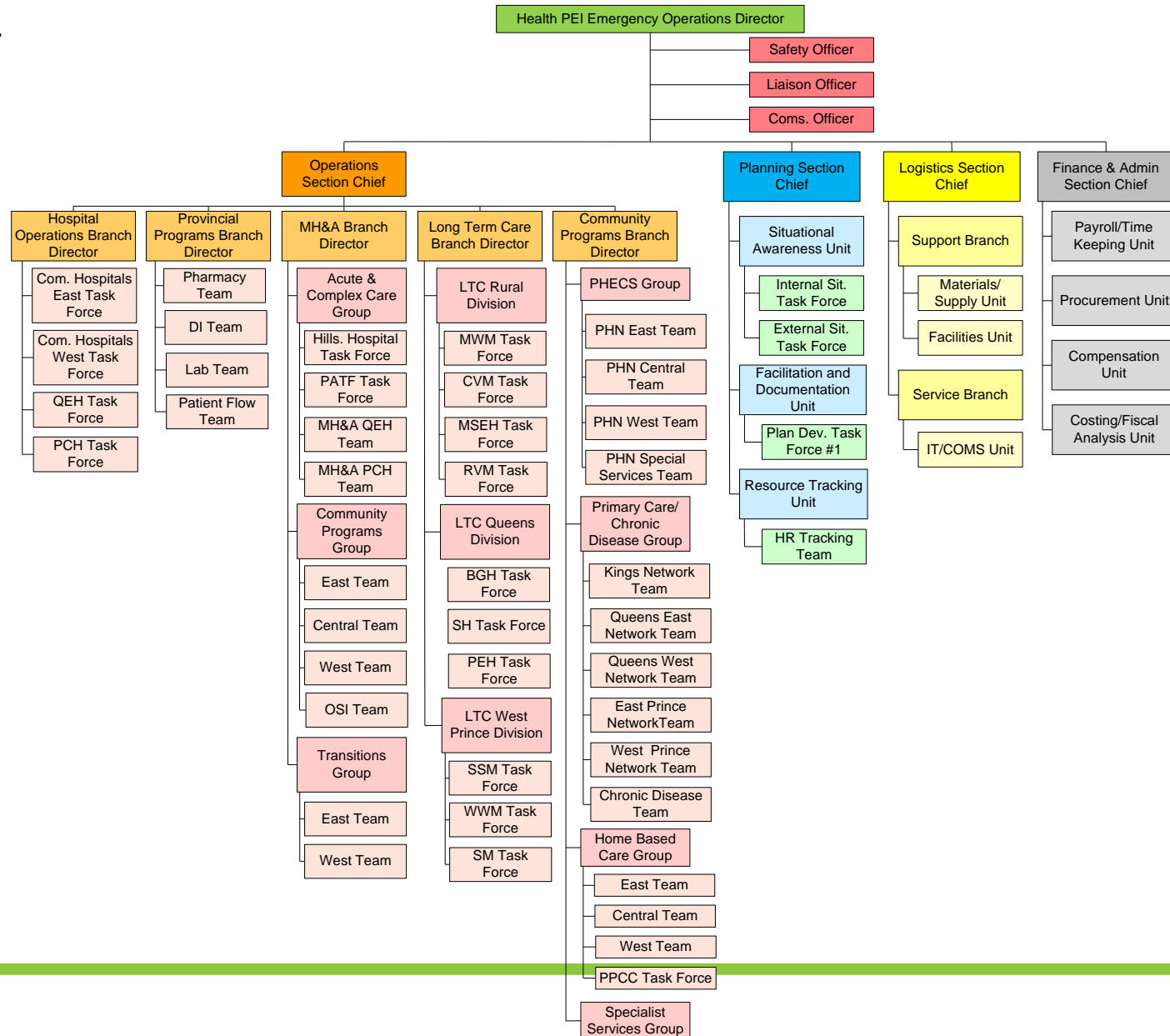
Planning Section: Develops and implements the demobilization plan. The Demobilization Unit Leader develops the specific, individual plan document and outline of the process. The Resource Unit Leader assists the Demobilization Unit Leader in determining total resources assigned, home units, length of assignment, and travel needs

Logistics Section: Implements transportation and inspection program and handles special transport needs

Finance/Administration Section: Processes claims, time records, and incident costs, and assists in release priorities

APPENDIX I – SAMPLE RESPONSE STRUCTURES

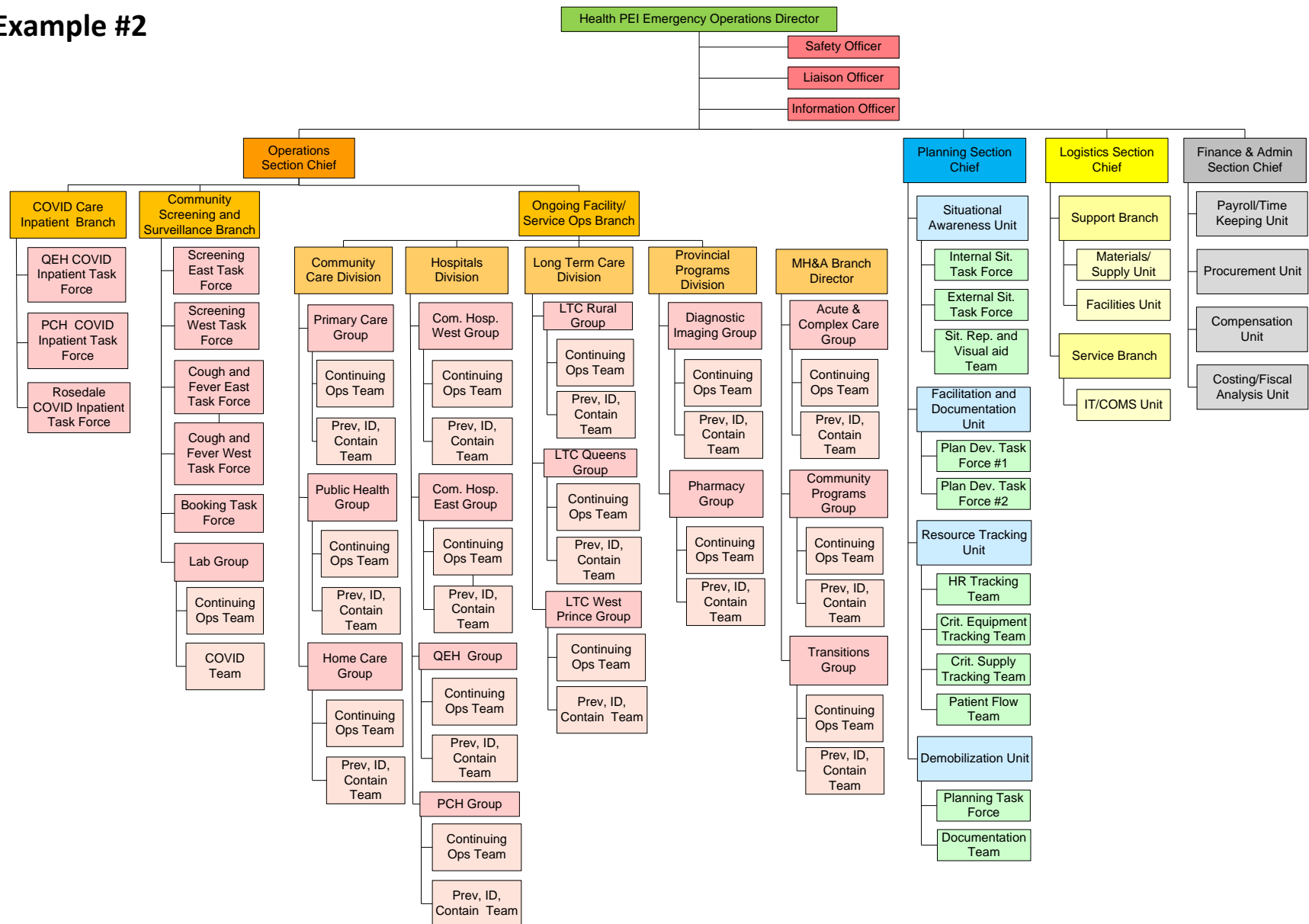
Example #1



Explanation:

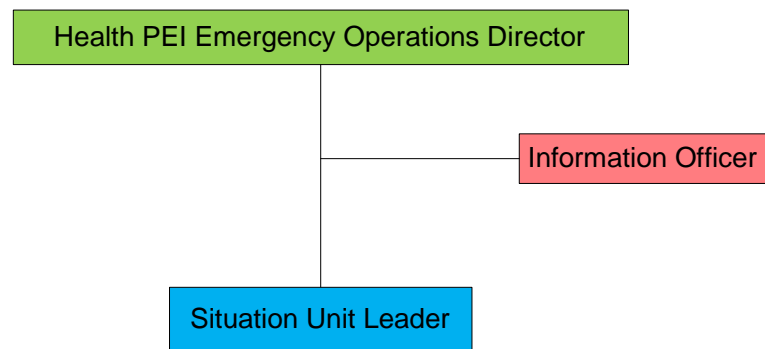
- Displayed here is an example response structure for a Level – 2 or Level- 3 activation of the Health PEI All Hazards Plan.
- This would reflect a large system wide response where Leadership needs to give direction, closely monitor operations and support operations through centralized planning, logistics and/or finance/administrative services, but reorganization of facilities and services is not required. Example operational and support objectives could include:
 - Scheduled ongoing status updates from operational facilities and services (closures, specific issues or challenges, check-ins, etc.)
 - Restricting, enhancing, changing services
 - Redistributing resources
 - Monitoring of supply chains or infrastructure
 - Monitoring of the external situation, etc.
- Examples could include but would not be limited to severe weather, province wide power loss, IT failure, supply chain disruption, etc. Each box may represent a lead for the team/taskforce/etc., while they could also represent a single resource.
- If additional operational objectives were added, this could lead to the addition of other boxes/teams within the structure named for their functions/purpose.
- This structure focuses on organizing Health PEI operations in a way that closely resembles the day to day structure while respecting Incident Command System guidance regarding appropriate span of control.
- Corporate services and other “non-operational” areas are either not represented here, or are organized slightly differently in accordance with the Incident Command System (i.e. under Planning, Logistics and Finance/Administration. In some instances, these areas could be organized to more closely match Health PEI’s day to day structure.
- In this structure facilities and services are identified and structured as teams (groups of similar resources with shared objectives) or task forces (groups of different resources with shared objectives) rather than as their own Incident Command Structures. This allows them to retain the day to day structure that exists already, while not duplicating other functions like command, logistics, planning, etc.
- As necessary, supports with direct links to these functions (Planning, Logistics, Etc.) can be embedded into teams, task forces, units, branches etc.

Example #2



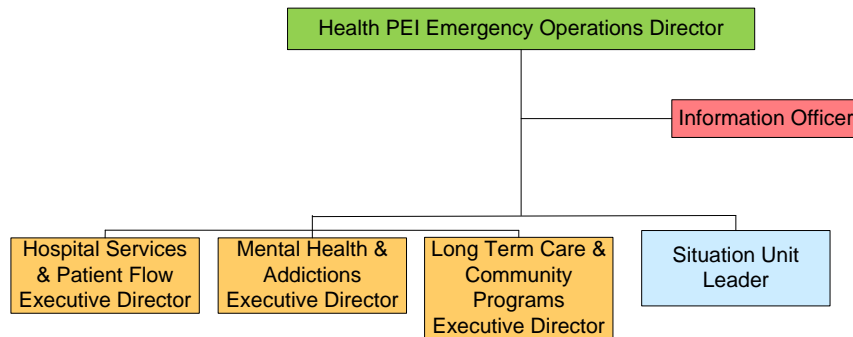
Explanation:

- Displayed here is an example of a Level – 3 Activation of the Health PEI All Hazards Plan in response to a pandemic. This example is intended to resemble (though not exactly) a Health PEI response similar to the 2020/21 response to the COVID-19 pandemic.
- This response structure has been developed based on the following initial operational and support objectives (this excludes the vaccination campaign):
 - Identification and operation of appropriate clinical care and care location for patients affected by COVID-19, their transitions in care and their flow through the PEI health system
 - Screen for and provide follow-up surveillance related to COVID-19.
 - Prevent, identify and contain COVID-19 positive cases (outbreaks) within HPEI inpatient and residential facilities
 - Manage laboratory testing capacity related to screening and testing for COVID-19 within current operational requirements
 - Maximize service capacity across all Health PEI services
 - Develop site and service specific plans and undertake communication, training and other preparedness measures to ensure staff at individual Health PEI worksites and are knowledgeable of plans and have the resources required to implement them
 - Maximize hospital capacity and efficiency of patient flow
 - Develop and Communicate information as necessary to the public and staff.
- While there is some resemblance to the day to day structure of Health PEI, particularly under operations, there are branches, groups and teams under operations which are outside what exist in the normal Health PEI Operations Division and are assigned tasks related to response objectives beyond operation of regular Health PEI programs and services.
- In this structure divisions are broken out in such a way as to maintain an appropriate span of control which does not exceed a 1:7 (ideally 1:5) supervisor to subordinate ratio and respect the different operational functions these service areas perform. For example where Long Term Care is divided from Community Care.
- This structure does not include a joint/unified command structure with the Chief Public Health Office (CPHO), but could with the addition of CPHO branches, divisions, teams, etc.

Example #3**Explanation:**

- Displayed here is an example response structure for a Level – 1 Activation of the Health PEI All Hazards Plan.
- In this response, there are limited resources dedicated to monitoring a known/pending event like severe weather.
- No operational directives need to be delivered and no updates need to be solicited from facilities and services.
- The HPEI Emergency Response Director will monitor information provided by the Situation Unit Lead and determine the need for action/further escalation.
- The three assigned resources can determine the need for messaging to others in Health PEI and work to develop and distribute it as necessary.

Example #4



Explanation:

- Displayed here is an example response structure for a Level – 1 or Level – 2 Activation of the Health PEI All Hazards Plan.
- In this response, limited resources are employed directly to monitor a specific event for negative impacts.
- This type of structure could support the monitoring of a severe weather incident where objectives could include:
 - Monitoring the external situation
 - Communicating messages internally and externally
 - Monitoring for negative impacts to operational areas due to the event
- This structure does not move beyond the level of Executive Director, and matches the general organization of the Health PEI Operations Division.
- Executive Directors can request updates, or rely on current reporting mechanisms to monitor for negative impacts.
- This structure could also expand to include impacts to non-operational areas if it was deemed necessary by the HPEI Emergency Response Director (e.g. Finance, Corporate Services, etc.).
- In a scenario such as this, where the operational areas are what is being monitored, it may be appropriate for the CEO to assign the role of Health PEI Emergency Response Director to the Chief Operating Officer.

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Health PEI

(Contact Info Revised March 2025)

For additional information, please contact:

Denise Bustard
Emergency Management & Business Continuity Consultant

Telephone:

(902) 314-0053

Email:

dbustard@ihis.org

Mail:

Health PEI
16 Garfield Street
PO Box 2000
Charlottetown, PE
CANADA C1A 7N8

Web:

www.healthpei.ca

