

NDIS Emergency and Disaster Management Plan

Incorporating Business Continuity

Table of Contents

1	PURPOSE.....	5
1.1	AIM	5
1.2	SCOPE	5
1.3	POLICY.....	5
2	PROCESS.....	6
2.1	EMERGENCY MANAGEMENT PROCESS	6
2.2	EMERGENCY AND DISASTER MANAGEMENT ACTIVATION PLAN	7
2.2.1	Emergency warden	7
2.2.2	Roles and Responsibilities	8
2.2.3	Key Personnel List	12
2.3	ASSESSMENT AND INITIAL RESPONSE ACTIONS (ASSESS)	13
2.3.1	Table 2: Assessment and Initial Response Check List.....	14
2.4	BUSINESS CONTINUITY SCENARIOS (REACT).....	16
2.4.1	Loss of Building.....	16
2.4.2	Loss of Utilities	18
2.4.3	Loss of ITC.....	19
2.4.4	Loss of Staff	20
2.5	RISK IDENTIFICATION.....	21
2.5.1	Risk Register.....	21
2.5.2	Preventative Measures and Contingency Plan.....	22
2.5.3	Business as Usual (Recover).....	27
2.5.4	Potential Local Work Locations.....	27
2.5.5	Post Incident Review	28
2.6	BUSINESS CONTINUITY KIT	29
2.6.1	Business Continuity Kit Readiness Testing	29
3	TEMPLATES.....	30
3.1	SITUATION REPORT TEMPLATE	30
3.2	ACTION LIST TEMPLATE.....	31
3.3	POST INCIDENT REVIEW TEMPLATE.....	32
4	APPENDIX	33
4.1	APPENDIX A: EMERGENCY COLOUR CODE MATRIX.....	33
4.2	APPENDIX B: EMERGENCY MANAGEMENT PROCESS	34
4.3	APPENDIX C: RISK MATRIX	35
4.4	APPENDIX D: LOCAL BUSINESS CONTINUITY TEAM MEMBERS	36
4.5	APPENDIX E: ALTERNATE WORK LOCATIONS.....	36

4.6	APPENDIX F – EVENT LOG.....	37
4.7	APPENDIX G – NDIS & PRACTICE GOVERNANCE COMMITTEE	38
4.8	APPENDIX H – KEY SERVICE PROVIDERS LIST	38

Document History

Paper copies are valid only on the day they are printed. Contact the author if you are in any doubt about the accuracy of this document.

Revision History

Revision Number	Revision Date	Summary of Changes	Author
1	October 2023	Plan developed	CEO
2	March 2024	Updated key contacts	CEO
3	April 2024	Updated BCT team members	CEO

Related Legislation and Standards

Please see the following documents for more information:

Document Name	Version	Author
The NDIS Code of Conduct – Guidance for Workers	Mar 19	NDIS SGC
NDIS Practice Standards & Quality Indicators	1	NDIS SGC
NDIS Act	2013	NDIS SGC
Work Health and Safety Act	2011	WorkSafe Qld

Distribution List

This document has been distributed to:

Position	Action
All Staff	Review

Related Policies and Procedures

Document Name

1 Purpose

In response to the impact of the COVID-19 pandemic, as well as several natural disasters including bushfires, cyclones, extreme storms and floods, the NDIS Emergency and Disaster Management Practice Standard was introduced in November 2021.

The Practice Standard outlines the planning required by Optimise Health and Wellness to prepare, prevent, manage, and respond to emergency and disaster situations whilst mitigating risks to participant's health, safety, and wellbeing, and ensuring continuity of supports.

In accordance with NDIS Quality and Safeguards Commissions expectations and NDIS Standards, Optimise Health, and Wellness as a Registered Provider of Services (RPOS) has obligations **to plan and be prepared for emergencies and natural disasters.**

1.1 Aim

Optimise Health and Wellness's approach to emergency management is that life takes precedence over asset protection, environmental considerations, operations, and business continuity, however the purpose of the NDIS Emergency and Disaster Management Policy and Procedure is to ensure Optimise Health and Wellness services have measures in place that will enable the continuity of each participant's critical and or essential supports in the event of an emergency or disaster.

1.2 Scope

The policy and procedure will apply to all employees within Optimise Health and Wellness, including temporary agency workers, volunteers, and study placement. Anyone working for Optimise Health and Wellness is expected to be familiar with this policy and use the approved procedures for responding to real and possible conflicts of interest.

1.3 Policy

The Optimise Health and Wellness Continuity Policy has been established to ensure that Optimise Health and Wellness will continue to be able to service its participants and other stakeholders by ensuring appropriate processes and support information are developed, maintained and in readiness for use in case of an emergency or disaster that interrupts or is likely to interrupt critical business functions. The Business Continuity Plan (BCP) is the guiding document for this purpose.

The NDIS Emergency and Disaster Management Policy ad Outlines Optimise Health and Wellness's commitment to maintaining services and support for participants with disabilities.

The NDIS Emergency and Disaster Management Plan was developed through consultation with the Client Program Care Manager, NDIS Lead, Team Leaders, Clinical and Leadership Team Members.

2 Process

2.1 Emergency Management Process

The Optimise Health and Wellness Emergency and Management Process (OHWEMP) developed through consultation with the Optimise Health and Wellness Management Team, details how Optimise Health and Wellness will respond to an emergency incident within each of these site locations.

Developed by the Optimise Health and Wellness Management Team, a colour code system is utilised to respond to an emergency incident. All Optimise and Health and Wellness sites will display the Emergency Management Process, with the colour codes and all staff, whilst onsite, will be required to wear Optimise Health and Wellness lanyard cards, refer to:

- **Appendix A: Emergency Colour Code Matrix and**
- **Appendix B: Emergency Management Process** the OHWEMP is regularly updated and uploaded into linsight knowledge base and made available in paper format.

In the event the incident has led to a business disruption event, that would otherwise prevent the continuation of services in any of the following sites, the Director or Chief Executive Officer must be notified to assess and activate, where necessary, the NDIS Emergency and Disaster Management Plan.

In preparation for any site related emergencies or disasters an Optimise Emergency Management Risk Assessment and an Optimise Health and Wellness Site Emergency Management Plan for every Optimise Health and Wellness location (Ingham, and Townsville) must be completed and reviews annually (in liaison with the Director and other relevant Managers) to ensure details are up to date.

Current Sites:

- Head Office - 87 Cartwright Street Ingham QLD 480
- Gym - 1 McIlwraith Street, Ingham QLD 4850
- Townsville Office - 145 Kings Road, Townsville Qld 4810

2.2 Emergency and Disaster Management Activation Plan

The NDIS Emergency and Disaster Management Plan will be activated in the event of:

- ✓ Loss of all or a significant part of the building
- ✓ Loss of building due to electrical issues e.g., Power Outage
- ✓ A major utilities failure e.g., electrical, water, phone, gas
- ✓ IT network outage/corruption
- ✓ Or any other event that significantly impacts on Optimise Health and Wellness's capacity to continue to deliver Disability and NDIS services in any or all current service delivery areas.

2.2.1 Emergency warden

An Emergency Warden will be appointed at the head office. The role is supernumerary to their substantive role. The emergency warden is responsible for the following:

- Maintaining the emergency plan for head office
- Conducting induction training for new staff
- Conducting annual emergency drills for all staff at the head office
- Ensuring that all emergency equipment at the head office is maintained

The NDIS Emergency and Disaster Management Plan may be activated by the Director, Chief Executive officer or other relevant (Managers/Team Leaders). If a relevant Manager is unavailable, activation will be performed by the NDIS Lead. Personnel who activated the plan, will liaise with the Chief Executive Officer, and ensure the establishment of a Local Business Continuity Team (BCT) for each of the service areas/sites significantly impacted by the event.

The local BCT will consist of:

- Client Care Program Manager
- Relevant Manager – who will convene and lead the local BCT
- Local Team Leaders nominated by the Manager or responsible plan activator at the time of the event
- Other people can be added to the team, depending on the event and the extent and nature of the services and the NDIS Commission (via Notification Reports, where relevant)
- IT and infrastructure teams
- Any other relevant local stakeholder deemed beneficial to have involved i.e., After Hours Support

Following activation of this plan, the following staff must be notified:

- Director and Chief Executive Officer
- Client Care Program Manager
- Support Worker Team Leader
- Finance Team Leader
- Local site staff and or impacted staff (who may be site based)

2.2.2 Roles and Responsibilities

Optimise Health and Wellness nominated staff have clearly defined roles and responsibilities in relation to both the Emergency Management Plan Process (EMP) and the NDIS Emergency and Disaster Management Plan.

Refer to Appendix D: After-hours Contact List, for the key contacts who will make up the Local Business Continuity Teams (BCT) at each location, and within Optimise Health and Wellness and the NDIS.

Table 1: Emergency and Disaster Management Plan Key roles and responsibilities – During and event emergency and or disaster

Position	Roles and Responsibilities
Site Liaison (for site related events)	The Site is responsible for: <ul style="list-style-type: none">• Completing the EMP template and uploading to the relevant Optimise Health and Wellness file location• Ensuring the EMP is on display and lanyards are available for all staff at each site• If an accident occurs and it is unsafe, remove themselves from the area. Alerting others in the immediate vicinity and at immediate risk to move to a safe area, ensuring the welfare and safety of all staff and any Customers at each site.• Alerting the Site Warden (or nominated delegate) of the incident and following their instructions• Where a Warden is not available, determine immediate priorities and follow the EMP for immediate management of the incident• Recording decisions and activities in the Incident Register
Site Warden (or appointed delegate in their absence)	During and incident, the Warden will: <ul style="list-style-type: none">• Assess the incident and act with immediate response to the situation• Ensure staff welfare and safety and the welfare or safety of any Participants at the Optimise Health and Wellness service delivery location• Monitor any emerging issues and contribute to the timely resolution of issues

	<ul style="list-style-type: none"> • Consider, plan for and document how to communicate with participants, their representatives, and workers in an emergency • Ensuring clear communication channels are in place for all Disability and NDIS participants. This will enable the effective communication of any changes that might be required to a participants support services • Making participants aware of possible interventions the service may undertake to protect their own safety and the and that of others, before, during and after the event. • Notifying the relevant people as listed in Section 2 of this document • Leading the Local BCT to determine immediate priorities and develop and action plan for immediate management of the incident, ensuring business continuity and once the immediate incident has passes, the timely recovery and return to business as usual • Monitoring the suitability of implemented continuity arrangements and amending as required • Appointing a note taker to record decisions and activities in an Event Log • Providing regular updates about the event, impact on service delivery and actions being taken to restore business continuity and return to business as usual • Notifying NDIS Quality and Safeguards Commission of details of event where relevant
<p>Local Business Continuity Team (BCT)</p>	<p>During an incident, in consultation with Operational Managers, Infrastructure Manger and IT Team Leader, the Local BCT will:</p> <ul style="list-style-type: none"> • Assist with immediate response to the situation and contribute to the development and implementation of the plan • Reassess the incident and provide updates to the relevant Participant Care Program Delivery Manger er or other relevant managers (who will then communicate with Director) • Ensure that all local staff who need to know about the incident have been advised including any staff working off-site, using Appendix D: After Hours contact list • Monitor service quality, highlight emerging issues and contribute to the timely resolution of issues • Perform duties as directed by the Site Warden and or Continuity Manager • Monitor service quality and resolve delay challenges

<p>Client Care Program Manager</p>	<p>The Client Care Program Manager</p> <ul style="list-style-type: none"> • Maintain this document and regularly update Section 15: Appendix D: After Hours Contact List • In liaison with Site Managers, regularly check to ensure the NDIS Emergency and Disaster Management Procedures are displayed for all staff and lanyards are available for all staff to wear whilst on each site where Disability and NDIS services are delivered. • In liaison with the Site Manager, regularly check to ensure the site BCP readiness kits are maintained. Refer to section 10 • Ensure knowledge is known and documented about the individual circumstances of the workforce so we can determine who will be more available to assist in various emergencies or disasters and or who may be at risk i.e., • Cyclone and Flood Plans, whether there are staff who live alone or in areas that may be affected by natural disasters • Ensure all staff in Disability and NDIS Services are provided training related to Emergency and Disaster Management both related to the NDIS Emergency and Disaster Management Procedure and the NDIS Emergency and Disaster Management Plan
<p>Operational Staff</p>	<p>Once notified of an emergency or disaster, the following staff will be notified</p> <ul style="list-style-type: none"> • Director and Chief Executive Officer • NDIS Team Leader • Finance Manager • Clinical Team <p>and engaged in delivery of supports with their participants will:</p> <ul style="list-style-type: none"> • Carry out each participant insight Emergency and Disaster Plan Section. Activate, in liaison with the Line Manger, supports critical to that participant and communicate how their critical supports will continue to be delivered in a disaster or emergency <p>With the support and collaboration of Team Leaders, implement appropriate mitigation strategies to ensure the effective provision of safe and individualised support</p> <p>As part of the planning process, Disability and NDIS Services must have previously considered:</p>

	<ul style="list-style-type: none"> • The environment/context in which support is delivered i.e., on an Optimise Health and Wellness site, within a community site, in a participant’s home or within the wider community. • The supports we provide • The individual needs, circumstances and risked of each participant and which supports are critical requirements for the participants daily living and • How Optimise Health and Wellness are going to ensure continuity of those critical supports for each participant in a disaster or emergency i.e., services, moved to telehealth practice where possible virtual groups established, supports provided outside the home or in another location, Activity Packs for children developed etc.
Governing Body	<p>Actively test the NDIS Emergency and Disaster Management Plan and report, in context of a particular kind of emergency or disaster. This function may be delegated to staff, but ultimate responsibility sits with the Governing Body i.e.</p> <ul style="list-style-type: none"> • Periodic review points are set to enable the Governing Body to respond to the changing nature of an emergency or disaster • Incident Reviews are undertaken by the Quality Improvement Manager • Client Care Program Manager • Disability and NDIS Clinical and Practice Governance Sub-Committee will review any significant incident, disruption, emergency and or disaster for key learnings and make recommendations for improvements • Corrective Actions are followed through • Core members of the Local Business Continuity Team will review the NDIS Emergency and Disaster Management Plan quarterly and discuss any emergent readiness issues • Client Care Program Manager, within a week of returning to Business as Usual (BAU), perform a Post Incident Review to collate lessons learnt determine any required plan updates • In preparation for any site related emergencies or disasters an Optimise Health and Wellness Emergency Management Risk Assessment and an Optimise Health and Wellness Site Emergency Plan for every service location that Optimise Health and Wellness operate from, must be completed, and reviewed annually (in liaison with the Site Manger and other relevant Operations Manager) to ensure details are up to date • At key transition points, review each Participants linsight Emergency and Disaster Plan Section with the participant and their support networks and ensure a live document is recorded for each participant.

2.2.3 Key Personnel List

Position	Name	Mobile Contact	Email Contact
Director/Lead OT	Kara Christopher		kara@optimisehealthandwellness.com.au
Chief Executive Officer	Robert Castellani		robertc@optimisehealthandwellness.com.au
Emergency Warden	Kara Christopher		kara@optimisehealthandwellness.com.au
Site Liaison Officer	Sean Gunston		seang@optimisehealthandwellness.com.au
Site Warden	Aaron Christopher		aaron@optimisehealthandwellness.com.au
Client Care Program Manager	Lorelle Ravell		loreller@optimisehealthandwellness.com.au
NDIS Lead	Emma Manassero		practicemanager@otpimisehealthandwellness.com.au
NDIS Team Leader	Raylee Minato		raylee@optimisehealthandwellness.com.au
Finance Manager	Meagan Furber		meaganf@optimisehealthandwellness.com.au
Human Resources Officer	Tyrelle Pisano		tyrellep@optimisehealthandwellness.com.au
Gym Supervisor	Samantha Hawes		samantha@optimisehealthandwellnesscom.au
Support Co-Ordinator	Melissa Milan		melissa@optimisehealthandwellness.com.au
Nursing RN	Gemma Rapista		gemmar@optimisehealthandwellness.com.au
	David Wardle		david@optimisehealthandwellness.com.au

2.3 Assessment and Initial Response Actions (Assess)

Where a significant event may occur with the potential to prevent the continuation of Optimise Health and Wellness Disability and or NDIS services, the relevant NDIS and or other relevant Manager's will contact the Clinical Care Program Manager to activate the NDIS Emergency and Disaster Management Plan, establish the local BCT, conduct a situational assessment and determine the immediate responses or actions that are required.

Table 2: Assessment and Initial Response Actions, provides a framework for the situation assessment and initial response actions which can be modified to response to the specific event and the extent and nature of this service delivery disruption.

Section 14 provides templates to record the situational assessment and the actions that need to be taken to response to the situation.

2.3.1 Table 2: Assessment and Initial Response Check List

Actions	Completed Date
Confirm membership of the Local BCT, meeting location and specific roles (reallocate as required)	
If safe to do so, obtain access to a site BCP readiness kit (is a site related issued)	
<p>Appoint a note take to record the Event Log and key decisions including:</p> <ul style="list-style-type: none"> • The nature of the event and any actions already undertaken • Decisions of the team and individual members • Key actions assigned and undertaken • Situation reports • Telephone discussions • Briefing of Key Stakeholders within Optimise Health and Wellness and other relevant stakeholders 	
<p>Assess participants (children and families) welfare and safety for the duration of the plan's activation.</p> <ul style="list-style-type: none"> • Are any participants or members of the public at immediate risk or unaccounted for? • Who is impacted, how and what needs to happen right now or in the future? • Consider safety including travel home, possible need for counselling or other support 	
<p>Assess staff welfare and safety and the impact of the event and or service disruption.</p> <ul style="list-style-type: none"> • Who is impacted and what needs to happen right now or in the future? • Consider safety including travel to and from work, possible relocation, availability if event will also impact on staff's own families – possible need for counselling • Assess the impact of the incident and damage that has occurred. Confirm the nature of the risk for remaining for staff (advice from Emergency Services). Anticipate likely outage times 	
<p>Activate local staff communications strategy to keep staff informed of the situation via agreed channels. Use a call tree structure in the first instance to contact Key Managers. Liaise with other Key Stakeholders for broader communication requirements.</p>	

Assess impact in both the primary NDIS service delivery location and any outreach locations where services are regularly provided.	
Confirm with Human Resources the activation of special leave arrangements (if staff temporarily stood down or need to take leave)	
Advise staff they should not respond directly to enquiries from the media and instead refer all enquiries to the Director	
Review essential utilities and services required for site operation: (e.g., power, water, ICT, and sewerage) and possible timeframes, arrange repairs/reinstatement of services.	
Review impact on essential equipment and supplies and provide approval and facilitate requests from staff for equipment and or supplies required to continue business at a reduced level.	
Commence development of a detailed impact summary and action plan.	
Determine frequency of Local BCT meetings and ongoing membership.	
Identify the ongoing need for rotation of recovery staff and staff rostering requirements.	
Continue to reassess and report on the incident at intervals by the Client Care Program Manager or as required by unexpected changes in circumstances.	

2.4 Business Continuity Scenarios (React)

Based in the nature of the incident, refer to the following sections for specific recovery actions required to continue services:

2.4.1 Loss of Building

Step	Time	Who	Action	✓	Resources Required
1	<1hr	Client Care Program Manager or other NDIS or another relevant Manager or Site Liaison/Warden	<ul style="list-style-type: none"> Ensure all staff and visitors are out of the building and the building is secure. Liaise with infrastructure team for assistance. If safe to do so, re-enter the building and secure any sensitive information. Take laptops home and or alternate site. If not already done, organised access to a BCP Kit. Erect local signage near the entrance advising of office closure, Optimise Health, and Wellness contact numbers, anticipated reopening time (if known) and alternate location (if applicable). 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> Key personnel list Business Continuity Kit
2	<2hr	Client Care Program Manager or other NDIS or another relevant Manager	<p>If the outage is likely to be greater than a day, contact Director:</p> <p>Client Care Program Manager to communicate with other key stakeholders. Contacts are as follows:</p> <ul style="list-style-type: none"> Director: kara@optimisehealthandwellness.com.au Chief Executive Officer: robertc@optimisehealthandwellness.com.au NDIS Lead: emma@optimisehealthandwellness.com.au NDIS Team Leader: raylee@optimisehealthandwellness.com.au Finance: meaganf@optimisehealthandwellness.com.au Human Resources: tyrellep@optimisehealthandwellness.com.au 	<input type="checkbox"/>	<ul style="list-style-type: none"> Key personnel list

Step	Time	Who	Action	✓	Resources Required
3	<4hr	Client Care Program Manager or other NDIS or another relevant Manager or Team Leader/Co-Ordinator on site	<ul style="list-style-type: none"> Consider alternate work locations, based on the expected building outage time. Refer to Appendix E: Alternate Work Location Details for local alternate accommodation or organise work from home arrangements. Decide for transportation of staff and any salvageable equipment. Consider work from home options for staff and establish management and supervisory responsibilities. Record the location of where staff are working and complete working from home ergonomic assessment. Conduct audit of laptops, surface pros, mobile phones, and other hardware. If necessary, prioritise the replacement or repair of essential equipment. Investigate loan arrangements from other work locations to enable staff to work from home or an alternate location. Liaise with Infrastructure Manager to arrange updated signage to refer to alternate accommodation. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> List of alternate sites Asset Register
4	<2 hr	Operational Staff <ul style="list-style-type: none"> Coordinators/Team Leaders Specialists/Support Coordinator, Psychosocial Recovery Coaches, Therapists Practitioners Leads Support Workers 	<ul style="list-style-type: none"> Notify families and other key stakeholder to reschedule upcoming meetings: <ul style="list-style-type: none"> Contact families and reschedule impending meetings for alternate locations and or times (consider phone capabilities). Meetings may be rescheduled in the family home, local community venue, other therapeutic office settings. 	<input type="checkbox"/>	<ul style="list-style-type: none"> insight client emergency list
5	Ongoing	Client Care Program Delivery Manager	<ul style="list-style-type: none"> Continue to monitor quality assurance aspects of work and outputs performed until the office is in full operation. 	<input type="checkbox"/>	

			<ul style="list-style-type: none"> Meetings may be rescheduled in the family home, local community venue, other therapeutic or office settings. 	<input type="checkbox"/>	
3	Ongoing	Client Care Program Manager	<p>If Temporary Office Closure Not Required</p> <ul style="list-style-type: none"> Continue to monitor impact on staff and family and children's welfare. Consider actions such as procuring bottled water, purchasing temporary heating/colling etc. Liaise with the Optimise Health and Wellness Infrastructure Manager. Work infrastructure service providers to establish approximate outage times. Consider staff welfare requirements, particularly any staff sensitive to changing environmental conditions. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

2.4.3 Loss of ITC

Step	Time	Who	Action	✓	Resources Required
1	<1hr	Chief Executive Officer	<ul style="list-style-type: none"> Determine if ICT outage is Optimise Health and Wellness or just local access. 	<input type="checkbox"/>	
2	<1hr	All	<p>If only local outage</p> <ul style="list-style-type: none"> Consider other access options hot spotting to mobile phone or mobile USB. Log an IT Ticket with EFEX Support – email: service@efex.com.au or 1300 376 347 Organise to work from another work site or community location. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
3	Undefined	All	<p>If national outage</p> <ul style="list-style-type: none"> Seek advice from EFEX – email: service@efex.com.au or 1300 376 347 Consider other access options, hot spotting to mobile phone or mobile USB 		

			<ul style="list-style-type: none"> Organise to work from another work site or community location 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
4	Undefined	All	If isolated hardware or software issue <ul style="list-style-type: none"> Log an IT Ticket with ADDITS support – email: service@efex.com.au or 1300 376 347 	<input type="checkbox"/>	

2.4.4 Loss of Staff

Step	Time	Who	Action	✓	Resources Required
1	Undefined	NDIS or another relevant Manager or Team Leader/Coordinator	Consider the following possible actions to maintain and or cover off essential service provision: <ul style="list-style-type: none"> Prioritise and defer upcoming appointments. Identify what essential services must continue to be delivered. Activate each participants Insight Emergency and Disaster Plan Activate, in liaison with NDIS Lead, support critical to that participant and communicate with every participant how their critical supports will continue to be delivered. Report to NDIS Commission any event which impacts Optimise Health and Wellness ability deliver services. Arrange/negotiate staff to return from leave. Defer any upcoming training and or leave. Be cognizant of staff welfare and consider the need for counselling services for staff if reduced staffing is because of death/injury. Staff to work from home provide supports using a combination of methods including Tele-health, phone, and emails where relevant. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> Communication with participants to advise of any change in service provision. Internet connection Computer and other office equipment

2.5 Risk Identification

- ❖ Optimise Health and Wellness and NDIS services gain input and consult with Site Wardens and or Manager's and or Site Liaisons as to ensure as part of an active process where the experience, past incidents, knowledge of hazards and risks are included in the development and review of the Plan.
- ❖ Optimise Health and Wellness will ensure all the quarterly site checks and drills are undertaken and uploaded to the Optimise Health and Wellness file as required.
- ❖ Incident Reviews are undertaken by the Quality Manager in consultation with the Client Care Program Manager
- ❖ Disability and NDIS Clinical and Practice Governance sub-committee will review any significant incident, disruption, emergency and or disaster **for key learnings and make recommendations for improvements.**

None of the Optimise Health and Wellness service areas are in known bush fire areas, but all locations are prone to cyclones and subjected to severe weather and flood events. Optimise Health and Wellness Disability and NDIS Services may be delivered in areas that are subject to cyclone and severe weather events

The work undertaken by Optimise Health and Wellness Teams include working at office premises, visits to participants homes, visits to community and mainstream services, out-reach activities in suburban and rural locations, across all service areas.

A range of measures are in place to ensure the safety of participants, staff and members of the public to prevent and reduce the potential impact of business continuity.

2.5.1 Risk Register

Optimise Health and Wellness has attached a Risk Register and Assessment Matrix to be used in support of the NDIS Emergency and Disaster Management Plan. Refer to Appendix C: Risk Matrix.

2.5.2 Preventative Measures and Contingency Plan

Issue/Risk	Preventative Measures and Hierarchy of Controls	Contingency Plan
Fire	<ul style="list-style-type: none"> • Biannual hazard audits. • Installation of Fire and Emergency Equipment. • (Smoke alarms, fire extinguishers, fire hoses, first aid kits fire and evacuation signage). • Fire and Emergency policy, procedure, and guidelines. • Allocated fire wardens. • Regular Fire Drills and Evacuation. • Training for staff in using emergency equipment. • Regular testing and maintenance of fire and emergency equipment. • First Aid Officers. • Plan evacuation process for mobility impaired staff in any office. 	<ul style="list-style-type: none"> • Evacuate the site and follow the evacuation procedure. • Contact emergency services (triple zero – 000) • Implement alternative work location plan
Flood or severe weather event	<ul style="list-style-type: none"> • Monitor severe weather and flood warnings, particularly for staff travelling to family homes and outreach activities. • Reschedule activities when warnings indicate. • Clear property of loose items: • Plan and source options for sandbagging sites due to ground level risks in any location. • Plan and source options for sandbagging due to ground level risks in any location. 	<ul style="list-style-type: none"> • Implement alternative work location plan • Activate Business Continuity Plan
Bomb, arson, suspicious mail, or other threats	<ul style="list-style-type: none"> • Inclusion of staff security/threat procedures in local site emergency procedures. • Site wardens. • Staff training on the importance of handling mail and permitting onsite access to visitors. • Site door access to staff only accessed with swipe pass (Salto) 	

Site Evacuation	<ul style="list-style-type: none"> • Emergency assembly area identification. • Emergency diagrams available. • Emergency equipment servicing. • Quarterly checklists and drills. 	
Site Lockdown	<ul style="list-style-type: none"> • Emergency diagrams available. • Emergency equipment servicing. • Quarterly checklists and drills. 	
IT Network outage/corruption	<ul style="list-style-type: none"> • Brief staff on remote access procedures • Mobile phones with data and hotspot capability to support remote/offsite access. • System backup and recovery procedures. • Contact EFEX to advise of outage and confirm resolution timeframe and establish site capacity options. 	
Electrical Emergency/Power failure/outage	<ul style="list-style-type: none"> • Emergency equipment servicing • Quarterly checklists 	
Motor Vehicle Incident/Accident	<ul style="list-style-type: none"> • Staff are made aware of Vehicle policy/procedure in Employee Handbook • Restrict in staff parking in office car park • Remind staff to exit the car park in a safe and legal manner. • Work vehicles are regularly serviced. • Carpark is clearly marked with signs for safe traffic flow. • Where office windows face carpark safety barriers/bollards are installed and maintained by building management. 	
Missing Person (Participant/Employee)	<ul style="list-style-type: none"> • Onsite, participants attending appointments are directed from reception to appropriate person. T • The staff member is notified of the participants presence with participant waits in reception. 	
Staff losses due to illness, infectious disease, severe	<ul style="list-style-type: none"> • Human Resources records identify staff immunisation status. In the event of an outbreak of a vaccine preventable disease, unimmunised staff will be provided with an alternative work location including work from home. 	

weather, transport issues etc.	Consistent procedures and workflows so all Optimise Health and Wellness staff may be able to work across other service areas.	
First Aid Incident/Medical Emergency	<ul style="list-style-type: none"> • Site First Aider • First Aid Kit • Biohazard Spill Kit • Incident reporting and incident review 	
Child Safe within the Office	<ul style="list-style-type: none"> • Staff have current Working with Children Blue Card • Staff have relevant NDIS Worker Screening Yellow Card • Staff have National Police Checks • Staff always ensure any children visiting an Optimise Health and Wellness site have their parents in attendance. • Contractors are required to complete screening checks • Check maintain and sanitise all resources/toys 	
Pandemic	<ul style="list-style-type: none"> • Taskforce set up to review current WHO and government advice and provide daily advice and updates to all Optimise Health and Wellness Staff. • Information updates and FAQ via Optimise Health and Wellness Group Messenger. • Signage outlining universal hygiene practices to be displayed at the entry of each office, bathrooms, kitchens, and other areas as appropriate. • All staff are provided with appropriate PPE including a hand sanitiser. • Hand sanitiser available in communal areas (reception, toilets, kitchen). • All staff complete health and hygiene training. • Increase cleaning and sanitising in all offices and provide products for staff to regularly clean high traffic areas such as doorknobs, desks, toilets, and kitchen areas. • Pandemic risk assessment to be conducted prior to contact with families, children, or other visitors. • Physical distancing measures will be implemented based on relevant health/government advice. • Staff who have been identified as having close contact with a known person with a diagnosed illness will be requested to self-isolate in accordance with recommended state health advice. 	

Customer arrives at site/appointment with visible potential COVID-19 symptoms	<ul style="list-style-type: none"> • Risk assessment to be carried out over the phone prior to entering the building. • Families, children, or visitors presenting with symptoms of illness will be asked to go home immediately and to contact their GP. • Implement physical distancing (1.5 meters) • Wearing PPE such as masks • Areas accessible to the participant will be cleaned and sanitised. 	
Significant number of staff become unavailable to work and service provision obligations cannot be met	<ul style="list-style-type: none"> • Undertake risk minimisation strategies listed above to ensure the staff remain well enough to conduct services and meet KPI's and targets. • Reduce performance measures where necessary for impacted staff. • Manage reduced capacity whilst attempting to provide uninterrupted continuity of supports for participants. 	
Site is closed for a deep/industrial clean following exposure	<ul style="list-style-type: none"> • Staff to work from home, where possible. • All staff complete a working from home risk assessment to ensure a safe work environment. • Establish regular check in with staff daily/weekly as required. • Managers to monitor output and support. 	
Access to technology (phone/internet) to support delivery of remote service options become interrupted	<ul style="list-style-type: none"> • Maintaining regular check ins with participants, particularly with more vulnerable participants. • Provide constant re-assurance and encourage them to make contact more with their other service providers and encourage mainstream, Lifeline, 000 etc. • Log IT ticket with EFEX 	
Staff Wellbeing	<ul style="list-style-type: none"> • Provide opportunity for group and individual catch up's during the day • Replicate informal office activities e.g. morning tea's, birthday celebrations via Teams, Zoom. 	
Staff not aware of latest health recommendations,	<ul style="list-style-type: none"> • Managers refer to relevant state health advice • Updates and FAQs uploaded to Optimise Health and Wellness Group Messenger 	

local restrictions, and use of PPE		
Reduced Services Over Christmas Period	<ul style="list-style-type: none"> • Participant insight Emergency contact – check whether emergency contacts are going to be away and arrange alternate contacts. • Consider whether core staff members who would normally lead the response to an emergency or disaster are going to be away or juggling more than one role. • Run a test scenario of what happens if a significant event occurs on Christmas Day. 	

2.5.3 Business as Usual (Recover)

The Client Care Program Manager will undertake the following actions once the incident is resolved and the resumption of business as usual has commenced.

Actions	✓	Date/Time Completed
Ensure approval has been granted from Emergency Services that building is safe to re-enter and that required WHS actions have been addressed.	<input type="checkbox"/>	
Ensure any approvals granted, decisions made, or documentation created during the outage is entered or uploaded to appropriate locations.	<input type="checkbox"/>	
Follow up on any activities or appointments that were deferred.	<input type="checkbox"/>	
Recognise staff efforts during the incident, emergency or disaster.	<input type="checkbox"/>	
Within week of returning to Business as Usual, perform a Post Incident Review to collate lessons learnt and determine any required Plan updates	<input type="checkbox"/>	

2.5.4 Potential Local Work Locations

When identifying potential alternate locations, the order of preference is:

- 1) Work from home, where possible
- 2) Another Optimise Health and Wellness site
- 3) Local/State Government Facilities
- 4) Other/Commercial

Refer to Appendix E: Alternative Work Location Details

2.5.5 Post Incident Review

In consultation with Site Liaison, Site Warden and or Managers, a Post Incident Report, will be prepared detailing what worked well and didn't work well and outlining any identified improvements to the Business Continuity Management (BCM) Framework and associated processes.

Copies of the completed Post Incident Review will be provided to the Client Care Program Delivery Manager who will consult and table learnings/recommendations with the Practice Governance Sub-Committee.

Where the incident was significant in nature, consideration of the need for an external or independent resource to undertake a full and formal debrief will be considered.

Tasks	Responsibility	✓	Date Completed
Determine the effectiveness of the overall response	Site Wardens	<input type="checkbox"/>	
Determine what worked well	Site Wardens	<input type="checkbox"/>	
Determine what did not work well or missing information/guidance	Site Wardens	<input type="checkbox"/>	
Consider frequency and adequacy of internal and external communications	CCPM	<input type="checkbox"/>	
Identify improvements or revisions that need to be made to the Plan or Business Continuity (BCM) Framework	QIM	<input type="checkbox"/>	
Assign responsibility for implementing any recommendations made to improve performance	CCPM & QIM	<input type="checkbox"/>	
Monitor implementation of recommendations & Complete Post Incident Review Template (Section 14)	CCPM & QIM	<input type="checkbox"/>	

2.6 Business Continuity Kit

A BC kit will be kept at Optimise Health and Wellness office sites. The kit will include:

- A copy of the NDIS Emergency and Disaster Management Plan
- An up-to-date staff list and their contact details – a copy of this list is also kept within Share Point
- Optimise Health and Wellness senior management Appendix D: After Hours Contact List
- Mobile first aid kit
- Battery operated radio
- Torch and replacement batteries
- Filled water bottles

The Site Liaison for each site location will check the kits quarterly.

Core members of the Local Business Continuity Team will review the NDIS Emergency and Disaster Management Plan quarterly and discuss any emergent readiness issues.

2.6.1 Business Continuity Kit Readiness Testing

Site Liaisons and Site Wardens to conduct annual drill exercise (practical or desktop).

Every annual test is conducted applying individual risk events to ensure staff and management understand processes and actions to be taken for each event.

Managers and Team Leaders/Co-Ordinator's to hold post drill debriefing session with teams and document findings.

Annual test report to be written by each Manager and Team Leaders/Co-Ordinator's to identify what worked well and make changes to the NDIS Emergency and Disaster Management Plan, in areas that require improvement.

Review and if necessary, update the NDIS Emergency and Disaster Management Plan. Change associated procedures if site needs are identified.

3 Templates

3.1 Situation Report Template

Date	Time	Description	Staff Impact	Services Impact	Facilities Impact	Local Recovery Actions

3.2 Action List Template

Action Number	Description	Owner	Planned Outcome	Status	Action Back to Business Owner

3.3 Post Incident Review Template

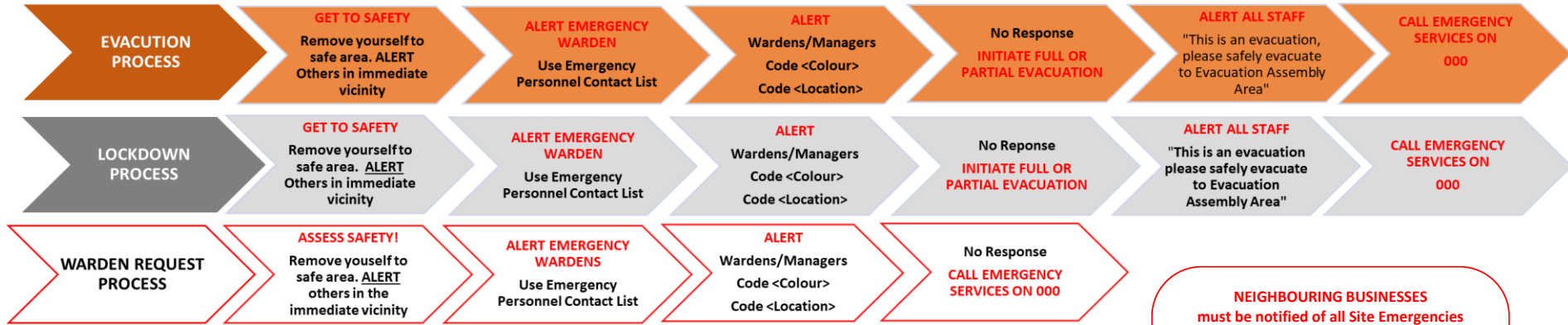
Post Incident Review		
Date Of Evaluation		Incident date:
Person(s), conducting evaluation.		
Incident Summary:		
Please answer the following questions in relation to the specific incident summarised and dated above.		
Points for Consideration	Feedback	Plan requirement?
List how the Plan Assisted		
List how the Plan hindered with the incident response		
List any errors identified in the Plan during the incident		
List any omissions identified in the Plan during the incident		
List additional appendices, resources or templates for inclusion into the Plan		
List any plan accessibility issues or version control problems		
Was the list of alternate venues useful?		
List any additional actions undertaken by the BC Team		
Are all contact details complete and up to date?		
Any other notes/feedback		

4 Appendix

4.1 Appendix A: Emergency Colour Code Matrix

CODE COLOUR	EMERGENCY SITUATION	PROCESS
RED	Fire or Smoke	Refer to EVACUATION Process
ORANGE	Evacuation	Refer to EVACUATION Process
YELLOW	Internal Emergency	Refer to WARDEN REQUEST Process
BLUE	Medical Emergency	Refer to WARDEN REQUEST Process
PURPLE	Bomb/Arson Threat	Refer to WARDEN REQUEST Process
BLACK	Threat Armed Individual	Refer to LOCKDOWN Process
GREY	Threat Individual NOT Armed	Refer to LOCKDOWN Process
BROWN	External Emergency	Refer to WARDEN REQUEST Process

4.2 Appendix B: Emergency Management Process



NEIGHBOURING BUSINESSES must be notified of all Site Emergencies

ACTION REQUIRED:
Warden or Appointed Delegate to notify:

Station Hotel
MV Barra and Sons Hite
Irene Paris and Co
The Paper Shop
Health Hub

- CODE RED: Fire/Smoke
- CODE ORANGE: Evacuation
- CODE BLUE: Medical Emergency
- CODE PURPLE: Bomb Threat or Suspicious Main/Object

- CODE BLACK: Personal Threat - Armed Offender
- CODE GREY: Personal Threat - Unarmed Offender
- CODE BROWN: External Emergencies, including building & natural
- CODE YELLOW: Internal Emergency

SITE ADDRESS FOR EMERGENCY SERVICES

- Had Office - 87 Cartwright Steet, Ingham
- Townsville - 145 Kings Road, Pimblico
- Gym - 1 McIlwraith Street, Ingham

4.3 Appendix C: Risk Matrix

LIKELIHOOD	CONSEQUENCE				
	5 – Severe	4 – Major	3 – Moderate	2 – Minor	1 - Insignificant
5 – Almost Certain	Extreme	Extreme	High	Medium	Low
4 – Likely	Extreme	High	Medium	Medium	Low
3 – Moderate	High	Medium	Medium	Low	Low
2 – Unlikely	Medium	Medium	Low	Low	Low
1 – Rare	Medium	Low	Low	Low	Low

4.4 Appendix D: Local Business Continuity Team Members

Name	Mobile	Continuity Area	Email
Kara Christoper		Emergency Warden, primary decision maker	kara@optimisehealthandwellness.com.au
Robert Castellani		Infrastructure, secondary decision maker	robertc@optimisehealthandwellness.com.au
Sean Gunston		Quality Improvement	seang@optimisehealthandwellness.com.au
Lorelle Ravell		Client Care Program Manager	loreller@optimisehealthandwellness.com.au
Tyrelle Pisano		Human Resources, employee wellbeing	tyrellep@optimisehealthandwellness.com.au
Meagan Furber		Finance, payroll	meaganf@optimisehealthandwellness.com.au

4.5 Appendix E: Alternate Work Locations

NDIS Services	Contact	Location	Description	Capacity	Cost
Tyto Conference Centre	HSC	Ingham	Business style facilities, internet, toilets, tables, chairs	> 100 Employee	\$300 p/day

4.6 Appendix F – Event Log

Date	Time	Information, decisions and actions	Initials

4.7 Appendix G – NDIS & Practice Governance Committee

Name	Position
Sean Gunston (Chair)	Quality Improvement Manager
Kara Christopher	Director/Clinical Lead
Robert Castellani	Chief Executive Officer
Aaron Christopher	Psychology
Lorelle Ravell	Client Care Program Delivery Manager
Raylee Minato	NDIS Client Lead

4.8 Appendix H – Key Service Providers List

Key Suppliers	Contact
Emergency	000
NDIS Commission	1800 035 544
Hinchinbrook Shire Council	(07) 4776 4600
Ergon Energy	13 10 46
Police Link	13 14 44
Poisons Information Line	13 11 26
Telstra	13 22 00
EFEX Technologies	1300 376 347
ADITS	1300 361 984
Herbert River Amateur Swimming Club	0417 658 794
JIM Roberts Locksmiths	(07) 4755 2846
H&S Communications	(07) 4725 2857
XRX Business Centre	(07) 4759 9499
Marsh Insurance	0455 777 990

