

Appendix H: Guidelines for health systems and medical emergency preparedness

The health plan can be a part of the HSE plan for the specific activity.

The job of a health plan should be to prevent or contain the accident, to provide proper care and to mitigate injury or damage to personnel, the environment or equipment in the event of an accident.

A health plan should be based on a risk assessment of the local risks and it should be dimensioned to fit the planned activity. The risk assessment should define and assess all the risks connected to the planned activity.

It is the responsibility of the operator to insure that the health plan is specific and suitable for the planned activity. With basis in the risk assessment the health plan should:

- Define hazards
- Set up performance requirements
- Choose and dimension the preparedness action

Any health plan should contain the description of the following:

- Alarm
- Control
- Rescue
- Evacuation
- Normalization

It is the responsibility of the operator to insure that any health plan is coordinated with the public rescue service and the Greenlandic health service in order to insure that the rescue of sick or injured personnel is adequate.

An optimal health plan should contain 3 levels of preparedness¹:

- 1st level of preparedness - Operational level
- 2nd level of preparedness - Tactical level
- 3rd level of preparedness - Strategic level

The 1st level of preparedness refers to the preparedness on the site of the accident. This would be the onsite medical personnel or colleagues that are at the site. The contingency organization under the site manager has the responsibility to insure that the health plan and procedures are followed.

¹ A HSE plan should always be dimensioned to the activity

The 1st level of preparedness in the health plan should as a minimum contain the following:

1. Introduction:

- References to rules and regulations
- The intent of the plan
- The scope of the plan
- Definitions and abbreviations
- Responsibilities and delegation
- The HSE policy of the operator
- The 2nd level of preparedness tasks and cooperative relations

2. Contact and telephone list

- Public preparedness MRCC, RCC, police, public health service etc.
- The preparedness in the immediate area, other operators, fire department, helicopter service etc.
- Direct numbers to the persons responsible for the operators 2nd level of preparedness
- Authorities, the MLSA, Arctic command, the municipality etc.
- Other important internal contact information

3. Definitions of risks

- Assessment of hazards that can cause injury or damage to personnel, the environment and/or equipment
- Local requirements onsite with regards to the assessed hazards

4. Action plans and phases

- Organization of emergency response group and tasks
- Preparation of action plans covering the areas: General, pollution and crime
- 4 phases: Alarm – Uncertainty – Action (Rescue and evacuation) – Normalization

5. Review of health plan

- Review of the health plan when necessary
- Updating the health plan in accordance with the review in order to continuously improve the health plan
- Review and update the health plan when the risk assessment results in a change of the risks
- Review and update the health plan as a result of experience from incidents or drills

6. Competency requirements

- Education and training of health personnel and the emergency preparedness organization
- Documentation of education and training
- Maintenance of education and training

7. Organization

- Roles, responsibilities, tasks and authority

8. Alarm and warning

- Alarm and warning systems
- Alarm and warning systems matrix
- Alarm and warning system table for the authorities

9. Duty and telephone list

- Distributed pursuant to the permanent mailing list
- Contains all relevant contact information

10. Training and drills

- Conduct regular drills
- Document experiences from drills
- Use documentation to continuously develop competencies

11. Appendices

2nd level of preparedness:

The 2nd level of preparedness refers to the tactical preparedness level that acts as a support function to the operational level (1st level). It is the responsibility of the operator and will mainly focus around Medevac, logistics, providing equipment, board, resupply, reinforcement, relief etc. In addition, the focus of the 2nd level of preparedness has a longer time perspective than the 1st level.

2nd level of preparedness should consist of a proactive emergency management in order to insure an effective management of any incident, accident or catastrophe.

The health organization for the 2nd level of preparedness should be managed by a person trained in health management and an experienced Action Manager (AM). The AM should have clearly defined responsibilities and duties.

The main task of the 2nd level of preparedness is to coordinate the resources and to support the 1st level of preparedness. In addition, the 2nd level of preparedness should provide technical support, take care of communication with external parties, provide information for next of kin and for the press as well as communicate with the authorities including providing continuous incident updates etc.

The following areas of expertise should be present in the organization of the 2nd level of preparedness: AM, skills and qualifications specific to the activity, HSE, communication and media.

The organization should meet at a prearranged location where all the necessary facilities are present.

The 2nd level of preparedness should be built on the same structure as the 1st level of preparedness, however, the focus of the 2nd level of preparedness should be tactical and cover a longer time perspective.

The health plan and procedures should always be dimensioned to the activity. In some cases this may lead to 2nd and 3rd level of preparedness being merged into one level.

3rd level of preparedness:

The 3rd level of preparedness should lead the strategic decision process related to the crisis communication with owners/shareholders, board of directors, management, employees, national authorities, clients and other parties of interest (such as next of kin) on behalf of the operator.

The 3rd level of preparedness should be managed by an Emergency Response Manager (ERM), who should be responsible for the main economic and legal circumstances. The contact to the media should be managed in corporation with the 2nd level of preparedness.

The following departments/positions should be present in the 3rd level of preparedness organization:

- Chief Executive Officer (CEO)
- Chief Operating Officer (COO)
- HSEQ Director
- HR Director

The 3rd level of preparedness should have access to the services of the CFO, the Administrative Manager and the department responsible for the company's contracts if necessary.

The 3rd level of preparedness should be built on the same structure as the 1st and 2nd level of preparedness however the focus of the 3rd level of preparedness should be strategic and cover a longer time perspective than 1st and 2nd level of preparedness.

Bridging Document:

In order to insure that the operator can cooperate properly with others including the authorities, a "Bridging Document" shall be prepared. The "Bridging Document" should define and clarify how the different emergency preparedness systems work together, including the communication and co-operation relations between the operator's emergency preparedness system and the public emergency preparedness systems or other parties.

The "Bridging Document" should define the responsibilities, expectations and tasks between the parties involved in the activity in the event of an accident. Furthermore, the "Bridging Document" should document the procedures and contact information applied in the emergency preparedness system.