

QHP812

BUSINESS CONTINUITY INCIDENT RESPONSE PLAN



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1. POLICY INTRODUCTION

This incident response plan is intended to be used when a disruptive incident has occurred that affects the delivery of critical activities in National Ambulance.

This plan was based on the business continuity management system AE/SCNS/NCMA 7000:2021 – section 8.5 Planned Response.

The objectives of this incident response plan are to:

- Provide an overview of how National Ambulance will respond to a disruptive incident affecting its business continuity
- Set out who will respond to an incident and how our business continuity plans will be invoked
- Define how decisions will be taken with regard to our response to an incident
- Explain how communication within the organisation and with external parties will be handled
- Provide contact details for key people and external parties

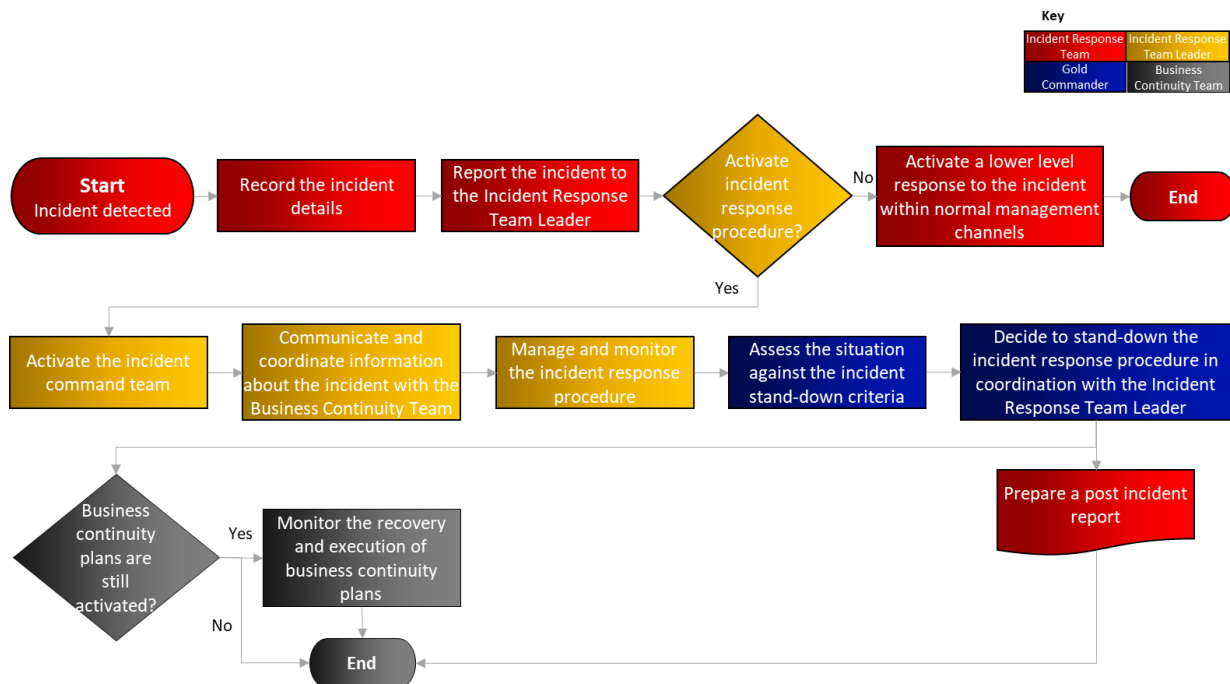
All members of staff named in this document will be given a copy. These staff must be available when required.

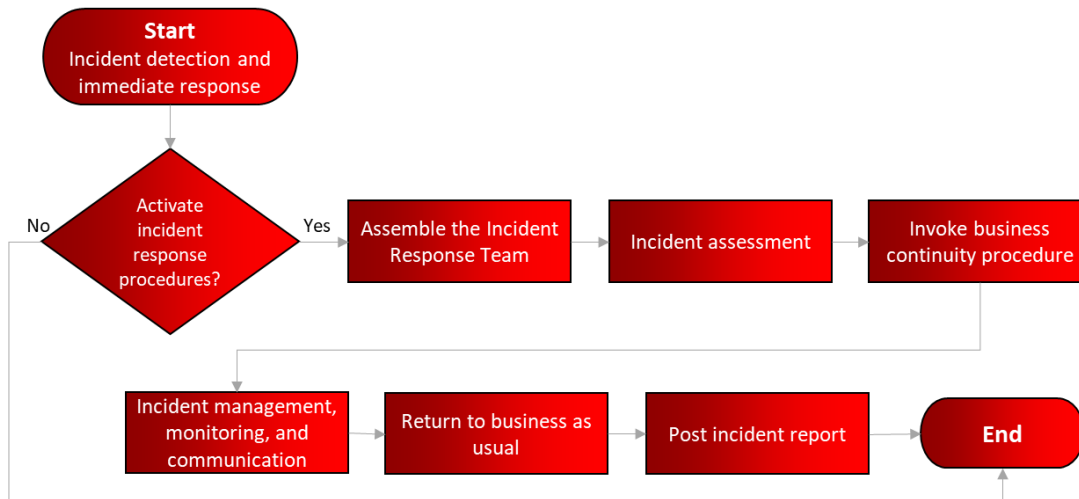
2. SCOPE

This plan applies to the mentioned National Ambulance staff and is led by the BC Incident Command Team. This plan will ensure that the structure of response is documented, communicated, and implemented.

3. RESPONSE STRUCTURE

National Ambulance response teams need to identify potential disruptions at the earliest opportunity and respond accordingly. Maintaining the response structure will enable individuals to perform their roles that will address:





4. INCIDENT DETECTION AND IMMEDIATE RESPONSE

4.1. INCIDENT DETECTION

The incident may be initially detected in a wide variety of ways and through a number of different sources depending on the nature and location of the incident. Any employee can report an incident to the relevant member of the Incident Response Team. The most important factor is that the incident response plan must be started as quickly as possible so that an effective response can be given.

National Ambulance has established teams responsible for responding to any incident impacting business Continuity. These teams have the necessary authority and competence.

4.2. INCIDENT NOTIFICATION

Any National Ambulance staff can notify the relevant Incident Response Team member of an incident that took place. The Incident Response Team is authorized to contact the Incident Response Team Leader at any time to obtain the authorization on activating the Incident Response Procedure.

The details of the Incident Response Team are mentioned in the below table:

Name	Department	Phone No.	Availability	Deputy Name	Phone No.
Ali Al Kharusi	QHSE	0509932995		Fahd Baraba	0506118114
Nouf Abdulla	HR	0569930010		Lalaine Nucum	0507118089
Michael O'Connor	Operations	0505102539		Jason Coyne	0564162092
				Bradley Jones	0565494471
				Deryck Todd	0505763957
				Waseem Khan	0507361791
Fahd Baraba	Operations	0506118114		Ali Al Kharusi	0509932995
Tarek Al Sabagh	Supply Chain	0564069542		Shameer Mohammad	0552439499
Saeed Al Khalifi	Fleet	0506423945		Manoj Achary	0565793245
Madeline Janiola	QHSE	0566220037		Maisan Al Wattar	0507550690
				Suzan Abu Mousa	0557817131
Maisan Al Wattar	QHSE	0507550690		Madeline Janiola	0566220037
				Suzan Abu Mousa	0557817131
Suzan Abu Mousa	QHSE	0557817131		Madeline Janiola	0566220037
				Maisan Al Wattar	0507550690

Nada Mohammed	Pharmacy	0501157159	Deema Massarwah	0509376569
Sachien Dalvi	IT	0563054162	Augustine Auzoigwe	0553369087
Shameer Mohammad	Supply Chain	0552439499	Tarek Al Sabagh	0564069542

4.3. RECORDING THE INCIDENT DETAILS

On receiving notification of a possible disruptive incident, the Incident Response Team member taking the call should record the details given, including:

- The name of the caller
- Caller's contact details
- Date and time of the call
- Call taker's name
- Exact description of the incident, including:
 - Date and time of the incident
 - Nature of the incident e.g. fire, flood, explosion
 - Location of the incident
 - Whether emergency services have been called (if appropriate) and if so are they in attendance?
 - Any injuries or loss of life if known
 - An estimate of the scale of the impact
 - Any other relevant information available

4.4. CONTACTING THE INCIDENT RESPONSE TEAM LEADER

Any member from the Incident Response Team should then contact the Incident Response Team Leader (or nominated deputy) using the contact details below to convey the above information.

Name	Role in Plan	Office Number	Home Number	Mobile Number	Outcome (Contacted/No Ans /Msg Left /Unreachable)
Dr. Ayman Ahmed	CAMO – Team Leader	025968643		0508286797	
Ahmed Al Hajeri	CEO – Backup	025968616		0504445744	
Firas Al Kurdi	Operations Director – Backup	025968777		0507206633	
Ali Al Kharusi	QHSE & BC Manager – Backup	025968624		0504184191	

5. COMMAND AND CONTROL

National Ambulance has defined the requirements for commanding, controlling and coordinating the response to disruption through:

- Establishing an incident command team with the capability and authority to make prompt and appropriate decisions and communicate them effectively.
- Ensuring that information relevant to the disruption is conveyed to the incident command team in a timely and secure manner.
- Ensuring timely and secure dissemination of the incident command team's instructions.

5.1. ACTIVATING THE INCIDENT RESPONSE PROCEDURE



Once notified of an incident, the Team Leader must decide whether the scale and actual or potential impact of the incident justifies the activation of the Incident Response Plan and the convening of the Incident command Team.

Guidelines for whether a formal incident response should be initiated for any particular incident of which the Team Leader has been notified are as follows.

- There is significant actual or potential danger to life of operational staff that would lead to business operation disruption
- There is significant actual or potential disruption to business operations

Define the level of impact that should trigger the incident response plan

- 1-5 minutes loss of emergency medical services provision
- Significant adverse national media/ public coverage with reputation impacted with a significant number of stakeholders
- Multiple permanent disabilities or a single fatality

If it is decided not to activate the procedure, then a plan should be created to allow for a lower level response to the incident within normal management channels. This may involve the invocation of a business continuity procedure at a local/departmental level.

If it is decided to activate the incident response plan, the Team Leader will initiate forming the incident command team as described in the next section.

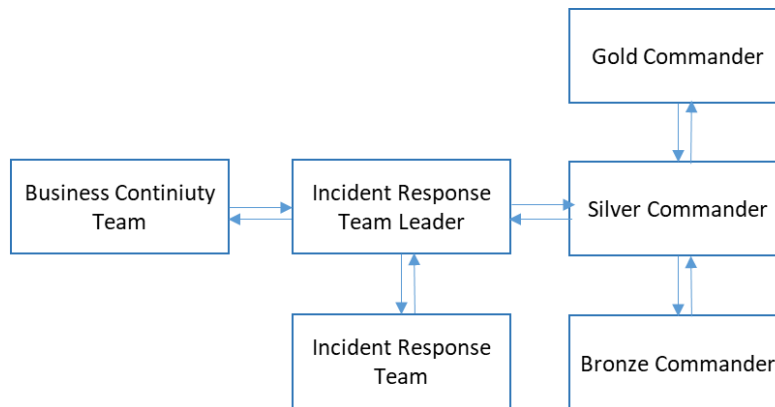
5.2. INCIDENT COMMAND TEAM MEMBERS

The Incident command Team will consist of the following staff in the roles specified and with the stated deputies.

Command, Control, and Coordination Roles	Criteria	Roles and Responsibilities
Gold Commander (Strategic)	<ul style="list-style-type: none"> • CEO 	<ul style="list-style-type: none"> • Assume overall command of the incident • Formulate the strategy for dealing with the incident • Delegates tactical decisions to the (Silver) commander(s) • Maintains a close liaison with daily operations in regard to further capability and demands from the silver level • Appoint the silver commander
Silver Commander (tactical)	<ul style="list-style-type: none"> • Member of the executive, director, or managerial team 	<ul style="list-style-type: none"> • Organize and delegate operations • Formulate tactics to meet objectives set by Gold • Support Bronze commanders with sufficient staff and resources • Maintain a "hands-off" approach – allow bronze commanders to perform their job • Liaise with other commanders on scene from other stakeholders to ensure a coordinated and combined approach • Ensure the safety of all crews underneath your command at incident scene. • Indirect contact with Gold commander and Incident Response Team Leader, providing updates and making requests as appropriate. • Appoint the bronze commander/s
Bronze Commander (Operational)	<ul style="list-style-type: none"> • Member of the managerial team or a staff with a supervisory role 	<ul style="list-style-type: none"> • Implement the Tactical (Silver) Plan • Report changes and requirements for additional resources to Silver Commander • Ask for additional bronze commanders as size of event and number of staff increases

- Ensure that providers on scene have all resources and direction they need to meet the goals of the Silver and Gold plans.
- Provide flexible managerial control at forward incident scene

5.3. INCIDENT RESPONSE/COMMAND HIERARCHY



6. ROLES AND RESPONSIBILITIES

Top management - Responsibilities	
Role	Responsibility
Top management	<ul style="list-style-type: none"> • Making decisions and recommendations regarding activating incident response plan and activating business continuity procedures • Approve the business continuity procedures and plans • Support and provide the necessary resources, needs and requirements to implement the business continuity procedures to respond to incidents • Administrative review of post-incident reports

Incident Response Team - Responsibility	
Role	Responsibility
Incident Response Team Leader	<ul style="list-style-type: none"> • Activate incident response plan • Determine / ascertain the nature of the accident and the damages • Report the incident response plan activation to the Gold Commander • Coordinate information about the incident to ensure that key messages are passed to the incident command team, business continuity team, and staff regarding the National Ambulance view of the incident and how we were affected. • Coordinate the media response with the media team. • Report to the rest of the business continuity team members on: <ul style="list-style-type: none"> a. Agreement to final decisions before proceeding b. Update the progress of impact assessment • Manage the incident response process • Preparation for the final decision to close the incident case in coordination with the gold commander

Incident Response Team Members	Before incident response plan activation: <ul style="list-style-type: none"> Escalate the incident to the Incident Response Team Leader Capture the nature of the incident and the damages Execute directions and orders provided by the Incident Response Team Leader Regularly report to the Incident Response Team Leader on the status of the incident
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Business Continuity Team - Responsibility	
Role	Responsibility
Business Continuity Team	<ul style="list-style-type: none"> Assist in business continuity plans implementation in coordination with departments Coordinate with BC representatives periodically to hold workshops and identify vital work in departments, to measure the optimal recovery time, in addition to conducting BC risk assessments. Coordinate information related to business continuity activities and ensure that key messages are passed to the teams to deal with the incident and to employees. Assist the Incident Team Leader in the assessment of the current status of the situation and in implementing the incident response process.

7. IMPACT ASSESSMENT

Once the incident command team has been assembled, a more detailed impact assessment must be carried out in order to decide the appropriate response. When conducting the impact assessment the organization can refer to its business impact analysis.

- Date and time of the incident
- Nature of the incident
- Location of the incident
- Any injuries or loss of life if known
- An estimate of the impact
 - Monetary/ financial loss
 - Business impact analysis
 - Reputational impact
 - Customer impact
 - Operational impact
 - Regulatory impact
 - Legal impact
- Likely duration of the incident
- The extent of impact on infrastructure including computers, networks, equipment and accommodation
- The business units affected and the extent of the impact to them
- The effect on production or service delivery
- Initial indication of the likely cause of the incident
- List of product, services and activities effected and the extent of the impact to them

8. BUSINESS CONTINUITY PLAN ACTIVATION

Once the Incident command team has been assembled and as much detail as possible has been collected about the incident and its impact, a decision needs to be made about the most appropriate response.

National Ambulance has a variety of business continuity plans which states the response to be taken for different types of accidents for different departments.



These plans are as follows:

Document reference	Procedure title	Procedure Description
QHP809	Media Response Plan	Business Continuity Plan
QHP809	HR BC Plan	Business Continuity Plan
QHP809	Fleet BC Plan	Business Continuity Plan
QHP809	IT Disaster Response Plan	Disaster Recovery Plan
QHP809	Supply Chain & Warehouse BC Plan	Business Continuity Plan
QHP809	Operations Incident Response Plan	Incident Response Plan
QHP809	Pharmacy BC Plan	Business Continuity Plan

Based on the current understanding of the business activities affected by the incident, an appropriate combination of the above business continuity procedures should be activated to try to mitigate the impact.

Each procedure is detailed in the individual BC Plan document.

9. INCIDENT MANAGEMENT, MONITORING AND COMMUNICATION

The incident command team needs to be able to manage the overall response, monitor the status of the incident, and ensure effective communication is taking place at all levels in accordance with the bronze commander instructions.

Regular meetings between the Silver Commander and the Incident Response Team Leader will be held at an appropriate frequency (please refer to appendix A). The purpose of these meetings is to ensure that recovery resources are managed effectively and that key decisions are made promptly, based on adequate information.

9.1. COMMUNICATION DURING DISRUPTION

It is vital that effective communications are maintained between all parties involved in the incident response.

9.2. MEANS OF COMMUNICATION

The primary and fastest way of communication during the incident is by mobile phone. Other methods include SMS, Whatsapp, emails, radios..etc. Print, mass, electrical, and digital communications may be used when necessary.

9.3. COMMUNICATION GUIDELINES

Any official internal communications relating to incident response should be approved by the gold or silver commander and disseminated to relevant interested parties. Any external communication, media, or internal communication (in some cases), should follow the authority levels mentioned in the Media Response Plan.

Communications received from other interested parties should go through the silver or bronze commander and should be responded to. If there is a need for escalation, the communication is raised to the gold commander.

Emergency responders should be contacted if required for the particular incident. Initial communication can be made by any staff, followed by communicating with the incident response team.

Emergency Service	Contact Number
Police	999
Ambulance	998
Fire Department (Civil Defence)	997
Coastguard	996

Electricity failure	991
Water failure	922

9.4. INTERNAL COMMUNICATION BETWEEN TEAMS AND OTHERS RESPONDING TO DISRUPTIONS

Name	Role in Plan	Office Number	Phone Number	Email

9.5. EXTERNAL COMMUNICATION WITH INTERESTED PARTIES

Depending on the incident there may be a variety of external parties that will be communicated with during the response. It is important that the information released to third parties is managed so that it is timely and accurate.

The communications incident response team member should make a list of such interested parties and define the message that is to be given to them

Interested party (supplier, Emergency services, ..)	Role	Phone number	The person concerned and authorized to communicate with the interested party

10.RESUMPTION OF PRIORITIZED ACTIVITIES

Prioritized activities should be resumed based on the RTO specified in the Business Impact Analysis of critical activities and business continuity plans. In order to achieve this, requirements must be defined including strategies and resource requirements for resuming activities and their dependencies and actions to be taken to resume prioritized activities and prevent further disruption. These actions are specified in the BC Plans.

11.RETURN TO BUSINESS AS USUAL

The gold commander will decide, based on the latest information from the Incident command Team, the point at which response activities should be ceased and the incident response team stood down. Note that the recovery and execution of business continuity plans may continue beyond this point but under less formal management control.

This decision of continuing the recovery and execution of business continuity plans will be up to the Incident Response Team Leader's judgement but should be based upon the following criteria:

- The situation has been fully resolved or is reasonably stable
- The appropriate response and business continuity plans are progressing and executing according to the planned schedule
- Affected business activities have been resumed although perhaps at a lower level than the normal level
- The degree of risk to the business has decreased to an acceptable level

12.POST INCIDENT REPORT

Post-incident report will be created as soon as business is back to normal operations and will be presented to top management. This report will be analysed and accordingly utilized in BC tests and exercises scenarios. Learnings from the incident will be communicated.

13.RELEVANT LEGISLATION

International, federal or local legislation and circulars relevant to this Policy. Full detail on this legislation can be found in QHP109 Legal Register.

Code, Name of Legislation	Jurisdiction
AE/SCNS/NCEMA 7000:2021	UAE

14.RELATED POLICIES AND FORMS

Policy & Procedure /Form

15.FEEDBACK

Any feedback or suggestions for improvement to this Policy, Processes or Procedures can be submitted to qhse@nationalambulance.ae

16.DOCUMENT CONTROL AND OWNERSHIP

A review and update of this document will take place as necessary, when changes occur that identify the need to revise this Policy such as changes in roles and responsibilities, release of new legislative or technical guidance, or identification of a new policy area.

This document ownership for editing is identified as:

- QHSE & BC Manager

Change Brief

Version No.	Date	Change
1.0	May 2022	New document

CEO Approval

APPENDIX A - INCIDENT RESPONSE MEETING AGENDA

It is recommended that the following standard agenda be used for meetings of the Incident Command Team.

AGENDA

Attendees: Silver Commander
Incident Response Team Leader
Business Continuity Team
Other attendees as required

Location: --

Frequency: Decided by the silver commander

Topics discussed:

1. Actions from the previous meeting
2. Incident status update
3. Decisions required
4. Task allocation
5. Internal communications
6. External communications
7. Standing down
8. Any other business