

# 香港紅十字會在COVID-19的 風險管理與危機管理 (經驗分享)

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# 三步曲

1. 先**評估風險**
2. 準備**緊急應變機制**
3. 以**應付危機**

# Probability/Impact Matrix

Probability of  
events

Very Probable

Probable

Less probable

Improbable

				Event X
	Event Y			
				Event Z

Unimportant

Limited

Serious

Very Serious

Catastrophic

Consequences of events

# 危機管理中之危機

1. 機構缺乏「緊急應變機制」
  - 處理緊急服務 及 維持正常(基本)運作
2. 同事沒有清晰指引
  - 機構運作指引 (ongoing)
  - 法例要求及應用 (e.g. 疫苗通行證)
  - 健康資訊 (COVID-19)

# EMERGENCY RESPONSE PLAN

(example from the Hong Kong Red Cross)

## 按危急事故 分四級制

### Acting Mechanism

The mechanism is set up in case of respective persons are not able to take up the role of OIC / COIC.

Response level	OIC / COIC	Acting mechanism in sequence
Level 4	CEO / SG <sup>#</sup>	1. DCEO/DSG 2. Director(Services) 3. Head of Service* 4. Senior Manager*
Level 3	DCEO / DSG <sup>^</sup>	1. Director(Services) 2. Head of Service* 3. Senior Manager*
Level 2	Head of Service*	1. Senior Manager* 2. A staff at grade 3A or above appointed by Head of Service
Level 1	Service Team IC	A staff responsible for the service / function at grade 3B or above

Remarks:

\* If multiple service teams from different service departments are involved, subject to the nature of the emergency, the DCEO/DSG may appoint a Head of Service or Senior Manager with relevancy to be the OIC.

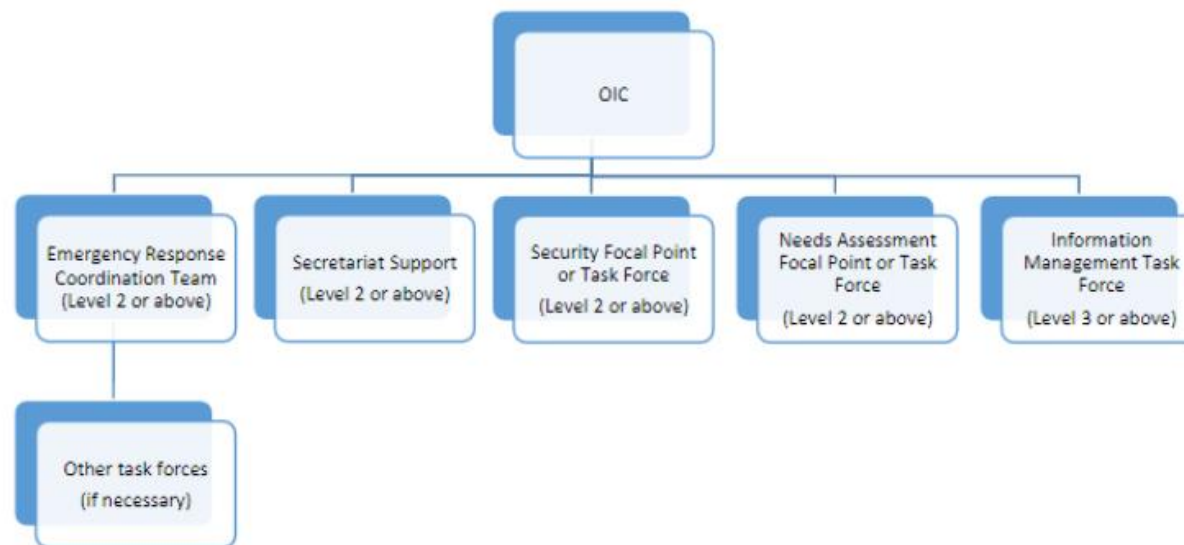
<sup>^</sup> Subject to the situation, the DCEO/DSG may delegate the OIC role to a Head of Service.

<sup>#</sup> Subject to the situation, the CEO/SG may delegate the OIC role to DCEO/DSG or a Head of Service.

At ERP level 1 and 2, service teams and offices carry out information management function as a usual business. The Secretary of EPWG, while supporting OIC at ERP level 2, may be appointed to support information management upon request. The PSD provides technical advice and support in tools development and modification.

At ERP level 3 or above, OIC can form a task force to support information management functions. The task force reports to the OIC and facilitates different teams and offices to develop documents and reports according to relevant SOPs. The task force will be dismissed with OIC's agreement.

The graph below illustrates a typical management structure of emergency operation.



## 緊急應變行動 管理架構

#### 4.1 Emergency Services

Subject to whether it is a local or overseas operation, the following major services in emergency may be launched partially or fully in an emergency response operation according to HKRC's mandate and needs arisen from the communities. New services may be developed during an emergency operation according to needs arisen from the communities and the capacities of HKRC, subject to the recommendation of the OIC and approval of the CEO/SG, and the Council or its delegate.

	Local	Overseas
Emergency service (to affected population)	<ol style="list-style-type: none"> <li>1. Relief distribution</li> <li>2. Cash/in-kind/in-service contribution</li> <li>3. First aid</li> <li>4. Psychological support service (PSS)</li> <li>5. Field assessment and on-site operation</li> <li>6. Emergency tracing / restoring family links (RFL)</li> <li>7. Blood supply</li> </ol>	<ol style="list-style-type: none"> <li>1. Relief distribution</li> <li>2. Cash/in-kind/in-service contribution</li> <li>3. Overseas medical relief</li> <li>4. Field assessment and on-site operation</li> <li>5. Blood supply</li> </ol>
Supported service in emergency (to HK public)	<ol style="list-style-type: none"> <li>1. Health, hygiene and disaster preparedness knowledge promotion</li> <li>2. Promotion of humanitarian values</li> </ol>	<ol style="list-style-type: none"> <li>1. Psychological support service (PSS)</li> <li>2. Emergency tracing / restoring family links (RFL)</li> <li>3. Promotion of humanitarian values</li> </ol>

可提供緊急  
服務種類



# Emergency Response Plan

1. Emergency Service
2. Resource Mobilization and Management
3. Communications with internal and external stakeholders
4. Back office Support

**Surge Teams**

# 1. Emergency Services

1. Relief Distribution (COVID-19)
2. Cash/ in-kind/ in-service contribution (COVID-19)
3. First Aid
4. Deployment of medical team
5. Field assessment and on-site approach
6. Psychological Support (COVID-19)
7. Emergency Tracing
8. Blood Supply
9. Health, Hygiene and Disaster Preparedness Knowledge Promotion (COVID-19)
10. Promotion of Humanitarian Values

## 2. Resource Mobilization and Development

1. Finance Management
2. Fundraising
3. Duty of Care ← (不要忽略)
4. Staff Recruitment and Management
5. Volunteer Recruitment and Management

# 3. Communications with internal and external stakeholders

1. Information and knowledge management
2. General public
3. Donors
4. Staff
5. Governance
6. Volunteers
7. Red Cross partners
8. Government
9. Consulate

# 4. Back Office Support

1. Admin and facilities management
2. IT Support

# 緊急應變機制

## 1. 決策層面 (Strategic Level)

- 機構主管平衡「緊急服務」及「正常運作」business continuity plan
- 保持機構內部 (董事會及同事) 及外部溝通 (政府, 業界, 企業, 國際紅十字會)
- 保持正面態度, 時常表達欣賞, 留有時間及思維空間, 不要淹沒於服務運作中

## 2. 戰術層面 (Tactical Level)

- 緊急應變計劃 Operation-in-charge 主持有關COVID-19服務運作, 可直接批核有關此緊急運作之決定, 包括服務內容, 人員調配, 宣傳, 使費支出則仍然根據機構規定

## 3. 操作層面 (Operational Level)

- 「香港紅十字會抗疫同行熱線」工作小組主管
- 「民政事務總署居安抗疫計劃熱線」工作小組主管

# COVID-19 related guidelines

1. 物管設施預防措施
2. COVID-19 居家工作之安排
3. Attendance Records in Office
4. COVID-19病毒 “密切接觸者” 或 “確診者” 報告
5. Staff list on Confirmed Case and Close Contacts
6. 新型冠狀病毒感染社區服務防疫指引
7. 預防2019冠狀病毒病 義工活動須知及確認書
8. 預防2019冠狀病毒病 義工招募文件範本
9. 新型冠狀病毒2019 基本感染控制措施簡介
10. Internal guideline for Service Resumption under COVID-19

# 物管設施 預防措施



CSD – 2020 年 2 月 V-4.

香港紅十字會 Facilities Management Precautionary Measures for HKRC HQ Building in respond to COVID-19.

	基本措施 (從 2020/1/31)	升級措施 (從 2020/2/10) (如需要額外增加兩名清潔工人手，\$1,200/日)	有同事/義工/訪客已確診 並曾在大樓內逗留 (如需要額外增加兩名清潔工人手，\$1,200/日，以及具備全套保護裝備清潔工人 \$6.5-\$8/sq.ft)
1.1	於地下大堂，上落貨區及車閘入口為進入大樓人士進行量度體溫工作	<p>✓</p> <ul style="list-style-type: none"> <li>於地下大堂入口增設酒精搓手液，要求進入大樓人士清潔雙手</li> </ul>	立即與衛生署衛生防護中心協調，確認已確診人士在大樓內的活動範圍及緊密接觸者，並派員檢視及消毒
1.2	如額探所量度的體溫高於 37 度，要用耳探再探體溫	✓	<ul style="list-style-type: none"> <li>關閉大樓作全面消毒 (在該確診人士工作/接觸樓層，上下層及其逗留樓層及途經地區)</li> <li>大樓重開前清洗冷氣系統並把系統保持開動 8 小時</li> <li>大樓重開後，打開所有辦公室房門，保持通風及減少接觸門柄機會 (除了消防防煙門)</li> <li>收緊公眾人士進入大樓 (登記進入)</li> <li>繼續 1.1 至 7 升級措施工作</li> <li>JLL 全 team 換人直至 14 天隔離後</li> </ul>
1.3	如耳探所量度體溫高於 37.5 度，禮貌地拒絕該名人士進入大樓內，並禮貌地問該名人士資料 (同事/義工/訪客)	✓	
1.4	如是高溫捐血訪客，請聯絡 BTS 小玉姑娘處理	✓	
1.5	如是高溫其他類別訪問，請聯絡 JLL Calvin 或 Michael 及 FM TEAM 處理	✓	
1.6	而該名人士的資料會交由機構事務主管 Cora 並與有關部門跟進處理	✓	
2	地下大堂入口已擺設消毒地氈，並每一小時消毒一次	✓	
3	每一小時以 Virex II256 清潔大樓所有門柄，以及所	✓	



# COVID-19 居家 工作之安排

香港紅十字會 Hong Kong Red Cross

若與確診感染者有關聯或確診同事

因應情況的措施  各種情況	工作安排				溝通方法			相關信息
	早上在家中 量度體溫	建議居家 工作	必須居家工 作	接受治療並 在完全康復 後恢復工作	通知所屬服 務主管/高 級經理	服務主管/高 級經理通知 HRD	立即與衛生署 聯絡電話： 2125-1122	
<p>1. 過去 14 天內曾與確診感染者有緊密接觸<sup>(1)</sup></p> <p>一般情況下，確診病例的緊密接觸者都會被安排檢疫。衛生防護中心會按個別情況評估有關員工是否屬於緊密接觸者。衛生防護中心會個別聯絡他們，通知他們有關安排。同事應留在家中並等待衛生防護中心的電話。</p>	✓		✓ (14 天 <sup>(2)</sup> )		✓	✓	✓	<p>註(1)：緊密接觸者的定義見第 7 頁</p> <p>註(2)：如果同事接觸確診者早於確診當天，則以確診當天開始計算；如果同事接觸確診者是在確診當天或後的日子，則由接觸確診者當天開始計算</p>
<p>2. 同事居住的大廈在過去 14 天內有一個(1)確診個案出現（如納入強制檢測住宅，請見第 7 點）</p>	✓		✓ (7 天，由個案確診當天開始計算並須強制檢測)		✓	✓		<p>曾有確診或疑似 2019 冠狀病毒病個案的大廈名單資料庫 <a href="https://www.chp.gov.hk/tc/features/102991.html">https://www.chp.gov.hk/tc/features/102991.html</a></p> <p>除了公立醫院急症室和普通科門診之外，你也可向私家診所和醫院求診。若對病情有懷疑，可主動向醫生要求進行有關的病毒檢測。政府通過私家醫生為市民提供免費的 2019 冠狀病毒病檢測服務。</p>
<p>3. 同事居住的大廈在過去 14 天內有多過一個(&gt;1)確診個案出現（如納入強制檢測住宅，請見第 7 點）</p>	✓		✓ (14 天，由最新一個個案確診當天開始計算)		✓	✓		<p>同事居家工作的具體安排，由服務主管/高級經理可因應個別情況決定。</p>

# “密切接觸者”或 “確診者”報告

## COVID-19 病毒“密切接觸者”或“確診者”報告

員工姓名:		員工編號:	
部門:		工作地點:	
甲、“密切接觸者”或“確診者”類別			
1. 如屬“密切接觸者”，請說明與 <u>確診者</u> 的關係或接觸情況			
2. 如屬“確診者”，請說明			
<input type="checkbox"/> 核酸測試，測試結果日期:			
<input type="checkbox"/> 快速測試，測試結果日期:			
核酸測試，測試日期:			
3. 是否感覺不適？如是，請簡單描述。			
乙. 過去 14 天內曾在辦公室工作的日子、在辦公室內曾到訪樓層、在辦公室內曾接觸的同事和情況(例如會議、一同午餐等)、有沒有配戴口罩：			
日期	工作安排	接觸同事	

Close Contact \_ Confirmed Staff List\_2022 (002) - Excel

檔案常用插入版面配置公式資料校閱檢視

貼上剪貼簿

剪下複製複製格式

字型

對齊方式

數值

樣式

儲存格

編輯

P17																				
1	Record of Close Contact and Confirmed Staff Case (Year 2022)																			
2	Remark: "Confirmed case" refer to the test result of fast test and nucleic acid testing									CS	"Close contact": 情況1. 同一密閉空間,與確診個案沒有面對面接觸, 雙方沒有帶口罩累積見面超過2小時; 情況2: 與確診個案有面對面接觸, 任何一方或雙方無帶口罩, 累積時間超過15分鐘 資料來源: <a href="https://www.ha.org.hk/haho/ho/pad/Comkit.pdf">https://www.ha.org.hk/haho/ho/pad/Comkit.pdf</a> (P.134)									
3	Log No	Date of Notification to HKRC as Clos Contact	Date of Notification to HKRC as Confirmed Case (by fast test or Nucleic acid test)	Name	Function / Unit	Work station Floor	Lastest date in contact with confirmed case	Latest date work in office	Office disinfection	Colleague contacted in previous 14 days		Rapid Test distributed: 1. With contact 2. Report duty on same floor		Advice of Nucleic acid testing ("Close Contact")						
4										"Close Contact"	Have contacted	Date	Result	Date	Result					
5	COVID_01																			
6	COVID_02																			
7	COVID_03																			
8	COVID_04																			
9	COVID_05																			
10	COVID_06																			
11	COVID_07																			
12	COVID_08																			
13	COVID_09																			
14	COVID_10																			
15	COVID_11																			
16	COVID_12																			
17	COVID_13																			
18	COVID_14																			
19	COVID_15																			
20	COVID_16																			

Confirmed \_ Close Contact Case

就緒

# Operational Phases

