



BUSINESS CONTINUITY PLAN

APRIL 2018
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INTRODUCTION

Business continuity planning is required for different types of emergencies that might arise. This document contains information and steps for planning that will make it useful in general for emergency preparedness and describes how the organization will continue to provide services during or after an emergency.

Business continuity plans focus on what will happen if the building, equipment, products, or services are damaged in some way. The plans also tend to assume that people will be able to return to the building almost immediately after the event such as after a fire or storm, or if there is a utility outage (hydro, gas, etc.). If there is a serious infectious disease outbreak, however, such as a pandemic, you must plan for the employees being unable to report to work. In addition, during a pandemic, businesses, social organizations, or schools may be required to take unique measures to help slow the spread of the illness including being closed by order of the medical officer of health.

PURPOSE

This document has been prepared to assist and better prepare for and respond to an emergency type of situation, and thereby provide the administrative support for essential operations to continue to function.

It also acts as an addition to the Risk Management Policy (OM 1400) and the Disaster and Emergency Preparedness Policies and Procedures.

The goal of this Business Continuity Plan is to identify strategies and provide some tools that will reduce disruption to the critical operational processes of Traverse Independence.

BUSINESS IMPACT ANALYSIS

Considerations

The business impact analysis will review the following topics. The purpose of this review is to validate the Business Continuity Plan on an annual basis. Annual preparation will include review, analysis, and validation of recovery strategies. It will be reviewed annually in February/March as part of planning for the next fiscal year. Likelihood of hazards or events occurring is reviewed as part of emergency and disaster recovery plan.

SUPPORT SERVICES

POSSIBLE CORE ISSUES	APPLICABLE TRAVERSE POLICY
The organization is unable to provide essential services to clients.	SD 1136 & SD 1137 - Minimum Staffing Policy SD 1206 - Service Planning
Unable to comply with client safety plan and/or pandemic management.	HS 324 - Outbreak Management HS 317 - Infection Prevention and Control

OPERATIONS

POSSIBLE CORE ISSUES	APPLICABLE TRAVERSE POLICY
Governance and leadership structures are not operational.	OM 2301- Executive Authority Policy
The organization is unable to operate in any capacity.	OM 1400 – Risk Management Policy Disaster and Emergency Preparedness Plan Quality Management Plan

HUMAN RESOURCES

POSSIBLE CORE ISSUES	APPLICABLE TRAVERSE POLICY
Clients and employees are not prepared for a critical event.	Disaster and Emergency Preparedness Plan
Employees cannot work safely.	HS 303 - Work Refusal Policy HR 1231 - Attendance and Punctuality Policy SD 1506/HS 330 - Reporting of Incidents – Policy and Procedure

FINANCE

POSSIBLE CORE ISSUES	APPLICABLE TRAVERSE POLICY
No ability to access banking, cash reserves, or other financial systems.	OM 2102 - Expenditure and Payment Approval Procedure
Financial liability.	OM 2201 - Insurance Policy

BUILDINGS AND HOUSING

POSSIBLE CORE ISSUES	APPLICABLE TRAVERSE POLICY
Physical damage to a building and property. Safe travel to locations. Communication during or after the critical event.	DI 285 - Emergency Evacuation Disaster and Emergency Preparedness Plan Annual inspection of Traverse owned buildings
Damage or breakdown of machinery and equipment.	Inspection checklists SD 1515 - Client Equipment
Utility outage.	Disaster and Emergency Preparedness Plan

INFORMATION TECHNOLOGY

POSSIBLE CORE ISSUES	APPLICABLE TRAVERSE POLICY
Maintain IT services and tools to support core services.	Annual IT plan OM 4100 – IT Resources User Guide

RISK AND ETHICAL CONSIDERATIONS

POSSIBLE CORE ISSUES	APPLICABLE TRAVERSE POLICY
Ethical decisions do not support the continuance of service delivery.	OM 1500 - Operational Ethics Policy
The union does not support the continuance of service delivery.	Collective agreement and strike preparations
Service interruption due to risk.	Risk Management Framework

RECOVERY STRATEGIES

Those processes with the highest operational and financial impact become priorities for restoration. The point in time when a process must be recovered, before unacceptable consequences will occur, is often referred to as the “Recovery Time Objective”.

Resources required to support restoration will be covered internally or supported by third parties and can include:

- Services purchased through external vendors
- Office space, furniture, and equipment
- Technology (computers, peripherals, communication equipment, software, and data)
- Vital records (electronic and hard copy)
- Inventory including PPE, IPAC supplies, food and water
- Utilities (power, natural gas, water, sewer, telephone, internet, wireless)
- Third party services
- Business interruption insurance/pandemic insurance.

Management alongside government institutions will decide about the resources and sequence of restoration that will be needed in the hours, days, and weeks following a serious situation. Recovery strategies must restore business operations to the minimum acceptable level following business interruption. The recovery strategy can include but is not limited to the following:

- Shifting services from one facility to another
- Supporting essential services only
- Lockdown of facilities and evacuation of clients to alternate setting
- Reallocating existing inventory
- Contracting with third parties.

POST RECOVERY REVIEW - PDSA

Recovery of services and operations will be followed by a review of the incident and responses. Any feedback will be used to update the Business Continuity Plan.

REFERENCES

- <https://www.ready.gov/business-impact-analysis>
- <https://www.ready.gov/business/implementation/continuity>

RELATED DOCUMENTS:

- Disaster and Emergency Plan
- Risk Management Plan

ACTION PLAN FOR MAINTAINING ESSENTIAL SERVICES – OCTOBER 2020, TRAVERSE INDEPENDENCES			
Location/Site	All Service Locations		
Essential Service Description	Essential services are those that will sustain the life of a client during an emergency. This would be provision of food, water, and essential personal care such as medication administration, bowel routines/toileting, and pericare. Services that maintain the mental health and harm reduction services for a client		
Individual/Position Responsible	Toby Harris, CEO – Emergency Operations Coordinator (EOC)	t.harris@travind.ca	519 580-0767 cell
Activation Procedure	<p>In the case of an emergency, the following individuals have the authority to activate or deactivate the emergency plan - CEO, Director of Client Services, any member of the board of directors (see emergency plan, 2018).</p> <p>Three levels of activation are; level 1 – localized emergency i.e. power outage in one site, level 2 – larger scale event that may require evacuation, additional resources and an emergency operations centre i.e. provincial power outage lasting more than 12 hours, level 3 – events of a large magnitude impacting all sites with an anticipated duration of more than 12 hours or lasting many days and months such as a pandemic. (see emergency plan and pandemic plan)</p>		
Impact Issues	Operations, Support Services, Human Resources, Finance, Buildings and Equipment, Information Technology		
Action Plan	<p>The CEO or designate will communicate to senior leadership regarding the activation of the emergency plan or pandemic plan. M365 will used a communication system, with all management staff working virtually if possible. Depending on length of emergency, twice a day huddles will be held with daily communication going to staff.</p> <p>Service Delivery:</p> <p>The Director of Client Services will send a communication will be sent to all staff informing them of the plan and the plan going forward to report to work. This is if the IT system is available. All staff should be trained on how to communicate with the workplace should hydro, IT and phone service become dysfunctional</p> <p>If the communication system is available, it will include the definition of essential services so that those staff reporting for work are very clear what services are considered essential for clients</p> <p>Any locations that require evacuation will be assessed and evacuation routines will be initiated.</p> <p>Finance/IT:</p> <p>The Director of CS will be assigned the task of reinstating the IT systems as quickly as possible in conjunction with our IT Consultants and IT staff. The Treasurer of the Board of Directors will also be consulted for alternate financial systems if so required.</p>		

	<p>Buildings and Equipment:</p> <p>All site managers will be responsible for managing their direct site and will be empowered to make decisions regarding evacuation to alternate sites.</p> <p>The CEO or designate will be the commander of the emergency operation.</p>
<p>Resource Needs</p>	<p>See Emergency Contact List in the Emergency Manual</p>
<p>Training Needs</p>	<p>Staff will participate in emergency fire drills annually and will be trained through SURGE on all other applicable drills such as earthquake and tornado drills</p> <p>Communication systems will be discussed regularly so staff know how to contact management in an emergency with the main system being through M365.</p> <p>Staff, clients and families will be educated on the definition of “essential services”</p> <p>Communication will be provided to staff, clients and caregivers regularly on all plans. This information will also be highlighted in the both the staff and client manuals.</p>