



BUSINESS CONTINUITY PLAN

2026 - 2027

INTRODUCTION

Business continuity planning is for 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 or discontinued 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, or a significant weather event, you must plan for employees only working in the 24/7 sites, with all others working remotely. In addition, during a pandemic or other disasters businesses, social organizations and schools may be required to take unique measures including being closed for a lengthy period.

PURPOSE

This document has been prepared to assist and better prepare for and respond to an emergency and thereby provide administrative support for essential operations to continue in our 24/7 sites.

It is also supplemental to the Risk Management Policy (OM 1400) and the Disaster and Emergency Preparedness Policies and Procedures.

The goal of this plan is to identify strategies and provide tools that will reduce disruption to the critical operations 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 plan on a regular basis. The review will include analysis, and validation of recovery strategies. The CEO or delegate will review regularly as part of the planning cycle. 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 at 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.	OM 4100 – IT Resources User Guide IT Specialists for networking and O365

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, approved vendors
Service interruption due to risk.	Risk Management Framework

RECOVERY STRATEGIES

Those processes with the highest client safety, staff safety, client support services and fiscal 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 providers.
- Office space resourcing, 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 for IT, Security, Restoration Work, Financial Support
- Business interruption insurance/pandemic insurance.

Senior Leadership will decide about the resources and sequence of restoration 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:

- Reallocation of staff support across 24/7 locations.
- Cohorting of staff
- Offering only essential services for clients
- Lockdown of facilities and evacuation of clients to alternate settings.
- Reallocating existing inventory of PPE, equipment, furniture, IPAC supplies, etc.
- Contracting 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
- Ethical Review System
- Pandemic Plan
- Client Safety Plan
- IPAC

ACTION PLAN FOR MAINTAINING ESSENTIAL SERVICES –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 substance use harm reduction supports for a client		
Individual/Position Responsible	Toby Harris, CEO – Emergency Operations Coordinator (EOC)	t.harris@travind.ca	519 580-0767 cell phones
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	The CEO or designate will communicate to senior leadership(DCS, Manager of HR, Program Managers) regarding the activation of the emergency plan or pandemic plan. M365 will used a communication system, with all management staff		

TRAVERSE INDEPENDENCE BUSINESS CONTINUITY PLAN

	<p>working virtually if possible. Depending on length of emergency, daily huddles with management will occur with resulting communication going to staff regularly.</p> <p>Service Delivery:</p> <p>The Director of Client Services will send regular communication to front line workers on status, planning, information. This will include expectations around reporting to work. All staff should be trained on how to communicate with the workplace should hydro, IT, and phone service cease to function.</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>
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	<p>Buildings and Equipment:</p> <p>All site managers will be responsible for managing their departments and will be empowered to make decisions regarding evacuation to alternate sites and any other critical decisions.</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 train 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 communication being through O365.</p> <p>Staff, clients and families will be educated on the definition of “essential services” and what that means to the client.</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>