

Emergency Continuity Planning Assessment Tool for AIDS Service Organizations

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Emergency Continuity Planning Assessment Tool for AIDS Service Organizations

As AIDS Service Organizations (ASOs) begin to enter a more manageable period of operations within the current COVID-19 pandemic, an important opportunity exists to shift from a reactive crisis response to a more proactive perspective and strategically planned response.

Emergency continuity planning is the overall process of creating systems of prevention, response and recovery to deal with potential threats and disruptions to service delivery at an organization. In addition to prevention, the goal is to enable ongoing service delivery and operations before and during recovery from an emergency-related disruption.

This Assessment Tool has been designed to assist Executive Directors and senior leaders in organizations to assess their current response, anticipate their future needs in response to the emergency pandemic, identify the required actions to take and determine the resources/supports available to do so. It offers a number of key questions to consider and checklists to help identify the changes that have or may need to take place.

Executive Directors and senior leaders are welcome to use this Assessment Tool on their own within their organizations and they can request OODP consulting assistance to support their assessment and planning processes. OODP assistance is available to: (a) complete all or parts of the Assessment Tool with an organization, and/or (b) revise and/or develop plan(s) with an organization, and/or (c) complete Step 3 (PEST Analysis) of the Assessment Tool with a group of organizations.

If you want OODP assistance, submit an OODP Consult Request Form and we will follow up with you shortly. The Request Form is available in the ASO Lounge under ASO Development on the OODP website www.oodp.ca. Choose Planning and Support from the drop-down menu and click on the Emergency Continuity Planning consult option.

Step 1: Organizational changes in response to COVID-19 pandemic

From the checklist below, identify the changes your organization has made in response to the COVID-19 pandemic (check all that apply):

A. Human Resources

- Staff laid off terminated hired
- Staff roles modified/staff deployed to other areas of work
- New staff roles emerged, e.g. emergency/pandemic management team, communications lead, safety lead
- Cross-training delivered to staff in new roles or to new staff
- Volunteer/Student roles shifted or stopped
- Volunteer/Student engagement or support increased reduced stopped
- Use of peers increased reduced stopped
- Working conditions and/or location of work changed

B. Programs and Services (create sub-section with list below for each program/service if needed, e.g. Hep C, Support, Harm Reduction, etc.)

- Program or service stopped/shutdown/discontinued temporarily permanently
- Program or service reduced temporarily permanently
- Program or service expanded temporarily permanently
- Program or service created temporarily permanently
- Program or service hours of operation changed temporarily permanently
- Program or service location changed temporarily permanently
- Program or service delivery method changed (e.g., phone, online) temporarily permanently
- Program or service delivery planning modified temporarily permanently
- Client engagement or involvement reduced increased
- Community partnerships reduced increased enhanced
- Events, e.g. Opening Doors cancelled rescheduled

C. Policies and Practices

- New administrative practices developed or current practices revised
- New management/supervision/team engagement practices developed or current practices revised
- New policies developed or current policies revised, e.g. working from home, staff recruitment during emergencies
- New tools or systems developed or utilized to support changes, e.g. using corporate Zoom account for on-line services, shift to website/Facebook/social media to post communications, development of online resources

D. Physical Plant/Facilities and Technology

- Physical plant/facilities partially closed completely closed moved
- Technology requirements or costs shifted or increased, e.g. more laptops, increased broadband capacity, covering cost of staff's personal internet services, more cell phones, Virtual Private Network for accessing shared drives, IT infrastructure supports

E. Communications

- New communications processes, protocols and/or infrastructure developed
- Approach and methods shifted
- Frequency reduced increased

F. Financial Resources

- Funding reduced increased reallocated
- Donations reduced increased
- Fundraising dollars reduced increased
- Fundraising events or other campaigns to raise funds implemented to mitigate potential or actual loss of revenues

G. Governance

- Board meetings held by phone or online
- Board meetings held more often held less frequently
- Board focus shifted to be less on governance and more on operations
- Board member recruitment stopped postponed
- Emergency ED succession plan developed revised

H. Other – specify:

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Step 2: Lessons learned from changes made

In thinking about the changes you have identified in Step 1, please respond to each of the following questions below:

1. What are the top 3 lessons you've learned from the changes your organization has made?
2. What has worked well in your pandemic response?
3. What has not worked well in your pandemic response?
4. What surprised you about your pandemic response?
5. What changes or practices from the above lists should be considered for continuation or expansion after the first wave of the COVID-19 pandemic?
6. What changes or practices from the above lists should be considered for reduction or discontinuation after the first wave of the COVID-19 pandemic?

Step 3: PEST Analysis (Political, Economic, Social and Technological)

A PEST analysis is used to assess the external political, economic, social and technological factors in relation to your organization. This can help you to better understand the context your organization is operating within, and to identify any potential new challenges and opportunities.

For example:

- Political – new bylaws limiting gatherings of people, new provincial guidelines for reopening
- Economic – government providing emergency income and wage subsidies
- Social – shift in attitudes about being physically close to other people
- Technological – changes in online communication platforms

For each of the PEST factors below, please identify what changes have occurred in the external environment that impact your organization:

❖ Political

❖ Economic

❖ Social

❖ Technological

❖ Other external factors that impact the organization

Step 4: Preparing for after the first wave of COVID-19

Reflecting on your responses in Steps 2 and 3, identify below what you have in place now and has been revised, what requires revision or what needs to be created for operations, service delivery and governance after the first wave of the COVID-19 pandemic (check all that apply).

- Organizational recovery and re-engagement strategy revised revisions needed required
 - Human resources plan that includes staff, volunteers, students and peers revised revisions needed required
 - Programs and services plan revised revisions needed required
 - Plan for policies and practices to be revised or developed revised revisions needed required
 - Fundraising plan revised revisions needed required
 - Physical plant/facilities plan revised revisions needed required
 - Technology plan revised revisions needed required
 - Communications plan revised revisions needed required
 - Board work plan revised revisions needed required
 - Individual staff work plans revised revisions needed required
- Pandemic response plan revised revisions needed required
- Other plan revised (specify):
- Other plan needing revision (specify):
- Other plan required (specify):

The OODP and other members of HIV Resources Ontario (HRO) have additional supports available – see <http://www.hivresourcesontario.ca/>.

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