

Annotated Agenda

All-Hazards Resilience:

Description of Activities, Learning Objectives, and Required Materials.

Two-Day Agenda (Sample)	Scheduled on Day1-2	Estimated Duration <i>(min-max)</i>	Completion <i>Full (FC) Partial (PC) Omitted (O)</i>
1. Opening Remarks or Prayer (if customary)	Scheduled on Day 1-2	Estimated Duration <i>(Min.-Max.)</i>	Completion <i>Full (FC) Partial (PC) Omitted (O)</i>
<u>Description:</u> Opening remarks or prayers set the foundation for the entire event by bridging the formal purpose of the <i>All-Hazards Resilience: Business Continuity Planning workshop</i> with the personal energy of the participants in the room. Words of welcome or prayers are not merely ceremonial protocols; they are sacred practices that establish good intentions, and bring participants into a unified mindset. <u>Learning Objectives:</u> When integrated into a Business Continuity Plan (BCP) and resilience workshop for nursing stations or health centres, opening remarks and prayers bridge clinical readiness with cultural safety. They ground the technical aspects of emergency planning in the sacred responsibility of community care. Learning objectives in this section include: • Establish a Reminder for Valuing Cultural Safety and Community-Centered Care; • Promote Relational Resilience and Team Unified Front (<i>Flatten Clinical Hierarchies, Anchor Emotional and Mental Fortitude, Establish Collective Accountability for BCP</i>);	<i>Day 1</i>	<i>Established during the preparatory conference.</i>	<i>On-Site</i>

Promote Critical Thinking and Adaptive Leadership (Shift from Panic to Present Focus, Contextualize Vulnerabilities, Embrace Adaptive Flexibility), <u>Required Materials and Resources:</u> To make the introductory section truly meaningful, participants can prepare both practically and mentally, by taking a few minutes to think about their commitment to the community's well-being, and health safety.			
2. Introduction to All-Hazards, Whole-of-Organization Business Continuity Planning	Scheduled on Day 1-2	Estimated Duration (Min.-Max.)	Completion Full (FC) Partial (PC) Omitted (O)
<u>Description:</u> Whole-of-Organization Business Continuity Planning (BCP) is a comprehensive management framework designed to ensure that an organization's critical functions continue operating at an acceptable level during and after a major disruption. Unlike narrow disaster recovery plans, a whole-of-organization approach breaks down operational silos. It unites every department, including human resources, supply chain, facility management, and communication, into a single, resilient ecosystem. <u>Learning Objectives:</u> By the end of this introductory section, <i>All-Hazards Resilience BCP</i> learners will be able to: Define BCP: Explain the core concept and purpose of Business Continuity Planning in simple terms. Identify Threats: List common internal and external disruptions, such as cyberattacks, natural disasters, and power outages. Differentiate Roles: Contrast the primary differences between Business Continuity and Disaster Recovery. State the Value: Articulate the financial, legal, and reputational risks of failing to maintain a modern BCP.	Day 1	Established during the preparatory conference.	On-Site

• Recall Key Terms: Recognize foundational acronyms, including Recovery Time Objective (RTO) and Recovery Point Objective (RPO). • Outline the Lifecycle: Identify the basic phases of the BCP process, from risk assessment to continuous testing. <u>Required Materials and Resources:</u> To get the most out of their upcoming <i>All-Hazards Business Continuity Planning</i> session, participants are invited to read the introductory handout in advance. Key benefits of doing so include: • Deeper engagement; • Targetted questions; • Better processing window and brainstorming runway; • Smoother pace; • Stronger networking; • Enhanced retention.			
3. Context Setting for Business Continuity Planning	Scheduled on Day 1-2	Estimated Duration (Min.-Max.)	Completion <i>Full (FC) Partial (PC) Omitted (O)</i>
<u>Description :</u> A whole-of-organization strategy protects and leverages the four (4) vital pillars of daily business operations: • People: Safeguarding the life safety of staff and patients, establishing lines of succession, and cross-training teams to cover missing or incapacitated personnel. • Processes: Mapping out the exact operational steps required to deliver services, and meet regulatory demands. <i>Eg. Switching to paper charts and manual medication logs when electronic health record (EHR) systems go offline.</i> • Places: Securing physical spaces, identifying alternate work environments, or establishing parameters for sudden remote work.	Day 1	Established during the preparatory conference.	On-Site

E.g. Setting up a triage tent in the parking lot or transferring critical patients to a sister-site or nearest hospital if the building loses structural integrity.

- **Providers:** Managing dependencies on critical third-party suppliers, logistics partners, and utility infrastructures. *E.g. Securing backup medical oxygen deliveries and ensuring secondary pharmaceutical supply chains are active.*

Key Distinctions: Organizations frequently confuse distinct emergency disciplines. A true continuity program runs parallel to, but differs from, immediate response mechanisms according to discipline and focus. For example:

Discipline	Focus	Example
Emergency Response	Immediate life safety and site control.	Evacuating a building during a fire or gaz leak.
IT Disaster Recovery	Restoring technology infrastructure and data.	Restoring server backups after a cyberattack
Business Continuity Planning	Maintaining core operations and mission delivery.	Routing customer calls to a secondary call center.

Consolidating distinct emergency response plans (ERPs) into a unified Business Continuity Plan (BCP) ensures your organization moves from siloed reactions to a coordinated and connected operational recovery.

Learning Objectives:

By the end of this section, *All-Hazards Resilience BCP* participants will be able to:

1. Get Started with Whole-of-Organization Business Continuity Planning;
2. Draft Department or Service Unit Profiles and Mission Statements;
3. Identify Important 24/7 and After-Hours Contact Persons, Partners and Suppliers for Each Department or Service Unit.

<u>Required Materials in Preparation for the Workshop:</u> Filling out the <i>Business Profile Worksheet</i> in advance, is an excellent way to prevent processing delays and reduce performance pressure or stress during the event.			
4. Business Impact Analysis Activity (BIA)	Scheduled on Day 1-2	Estimated Duration <i>(Min.-Max.)</i>	Completion <i>Full (FC) Partial (PC) Omitted (O)</i>
<u>Description:</u> This activity defines the scope, methodology, and objectives for conducting a Human-Centric and Operational Business Impact Analysis (BIA) tailored specifically for healthcare environments like a community health centre or a remote nursing station. The Human-Centric and Operational BIA evaluates how operational disruptions impact patient safety, staff well-being, and clinical workflows. Unlike traditional IT-focused BIAs that prioritize server uptime, this healthcare BIA focuses on the human element, ensuring continuity of critical care, protecting vulnerable patients, and supporting frontline clinical staff during a crisis. <u>Learning Objectives:</u> By the end of this section, <i>All-Hazards Resilience BCP</i> participants will be able to: 1. Determining Your Essential Functions 2. Prioritizing Your Essential Functions 3. Conducting a Business Impact Analysis (BIA) to achieve the following key objectives: ○ Identifying Critical Clinical Workflows: Document essential services that cannot be interrupted without endangering patient lives (e.g., emergency triage, medication dispensing, oxygen supply). ○ Quantifying Maximum Tolerable Downtime (MTD): Establish the exact timeframe a clinical service can be offline before patient outcomes severely deteriorate.	<i>Day 1-2</i>	<i>Established during the preparatory conference.</i>	<i>On-Site</i>

○ Determining Human Resource Dependencies: Map the minimum staffing levels, specialized skills, and psychological support mechanisms required to maintain basic operations. ○ Assessing Supply Chain Vulnerabilities: Identify critical dependencies on external suppliers or partners for life-saving medication, medical gases, PPE, and clean water. 4. Determining Other Essential Resources. 5. Identifying Specialized Suppliers, Essential Vendors and Partners. 6. Identifying Specialized or Hard to Replace Equipment. <u>Required Materials or Resources:</u> Filling out the <i>Essential Function and Business Impact Analysis Worksheets (7)</i> in advance, transforms a stressful compliance task into a calm, strategic exercise. List of Essential Functions and BIA Worksheets (7): 1. Essential Functions and Critical Sub-Activities Worksheet; 2. Essential Resources and Dependencies Worksheet; 3. Harmful Consequences Worksheet; 4. Financial Impact Assessment Worksheet; 5. Specialized Supplies Worksheet; 6. Specialized Vendors Worksheet; 7. Specialized Equipment Worksheet.			
5. Threat Scenario and Gap Mapping	Scheduled on Day 1-2	Estimated Duration <i>(Min.-Max.)</i>	Completion <i>Full (FC) Partial (PC) Omitted (O)</i>
<u>Description:</u> A Threat Scenario and Gap Mapping Tabletop Session is an interactive, discussion-based exercise where key personnel walk through a simulated disaster to evaluate the Business Continuity Plan and identify vulnerabilities.	<i>Day 2</i>	<i>Established during the preparatory conference.</i>	<i>On-Site</i>

To build a resilient All-Hazards Business Continuity Plan, for a rural or isolated health centre, it is necessary to define how critical services will be kept running, will be compensated and will return to normal through *Alternate Service Delivery Methods*, *Redress Mechanisms* and *Recovery Measures*.

Session Overview

- **Format:** Facilitated, low-stress group discussion.
- **Objective:** Evaluate BCP effectiveness against a specific disaster.
- **Focus:** Finding missing links between current capabilities and recovery targets.
- **Deliverable:** A prioritized action plan to fix identified security and operational gaps.

Core Components

- **The Scenario:** A realistic narrative (e.g., IT communication breakdown, gas leak, flood, power outage) that evolves in stages.
- **The Timeline:** Step-by-step injection of new information to simulate a worsening crisis.
- **The Map:** A matrix comparing required recovery steps against actual tool availability.
- **The Gap Analysis:** Identifying missing resources, ambiguous roles, communication failures and opportunities for collaborative coordination across various departments, services and agencies.

Learning Objectives:

By the end of this section, *All-Hazards Resilience BCP* participants will be able to:

1. **Identify critical gaps:** Locate hidden resource, communication, and process dependencies.
2. **Validate recovery timelines:** Confirm if current strategies meet Recovery Time Objectives (RTOs).
3. **Assess plan viability:** Determine if the written BCP matches actual operational capabilities.

4. **Evaluate third-party risks:** Test how vendor and supply chain failures impact recovery.
5. **Clarify response roles:** Define exactly who commands, executes, and communicates during crises.
6. **Improve team coordination:** Strengthen cross-departmental collaboration between IT, HR, and Operations.
7. **Enhance decision-making:** Practice rapid, logical prioritizing under high-stress, simulated conditions.
8. **Establish communication chains:** Verify how and when to escalate updates to executives.
9. **Formulate action items:** Generate a concrete list of plan updates post-exercise.
10. **Build organizational resilience:** Shift from a reactive compartmentalized mindset to a proactive whole-system business continuity perspective.

Required Materials or Resources:

Pre-Populating the *Loss of Basic Utilities Worksheet* (Alternate Delivery, Redress and Recovery)

Completing the *Loss of Basic Utilities Worksheet* ahead of time is the defining factor between a brief operational pause and a catastrophic failure. It establishes an immediate, structured response that shields your staff, patients, assets, and organizational reputation from the chaotic compounding effects of a prolonged outage, regardless of its source or nature (*electricity, water, heating, air-conditioning, humidity control, ventilation systems, IT or communication blackouts, or other*).

Validation and Stress-testing

Pre-populating a *Loss of Basic Utilities Worksheet*, before a Business Continuity Planning Workshop, completely changes the dynamics. It eliminates the critical friction of decision-making during the first few moments of the process. Instead of spending time arguing over hypothetical scenarios, debating semantics, or downplaying risks, your team will likely shift into validation and stress-testing mode.

Breaking the Paper Plan Illusion To break through the "paper plan illusion" during the workshop, participants will stress-test pre-populated worksheets against the three fatal constraints: (1) Extreme Distance, (2) Finite On-Site Resources, and (3) Single Points of Failure. Stress-testing insights will be captured on a <i>white-board</i>, or on paper for future reference.			
6. Action Planning and Next Steps	Scheduled on Day 1-2	Estimated Duration (Min.-Max.)	Completion Full (FC) Partial (PC) Omitted (O)
<u>Description:</u> <u>Learning Objectives:</u> By the end of this section, <i>All-Hazards Resilience BCP</i> participants will be able to complete the following low-stress tabletop exercises: • Emergency Relocation Scenarios; • Minimum Alternate Site Requirements; • Alternate Site Requirements; • Developing Recovery Strategies and Tasks; • Emergency Communication and Notification Methods (<i>Power, Cell-Phone/Connectivity Outages</i>); • Employee Preparedness Measures; • Testing, Exercising and Updating your BCP Plan. Running a simple, low-stress tabletop exercise takes about 60 minutes and focuses on validation, not putting anyone on the spot. The goal is to find <u>gaps in the worksheets, not to test individual or departmental performance.</u> <u>Required Materials or Resources:</u> Low-stress Business Continuity Plan tabletop exercises build confidence without overwhelming participants. They focus on collaboration, identifying plan gaps, and building muscle memory rather than testing under pressure.	Day 2	Established during the preparatory conference.	On-Site

7. Closing and Feedback for Continuous Improvement	Scheduled on Day 1-2	Estimated Duration (Min.-Max.)	Completion <i>Full (FC) Partial (PC) Omitted (O)</i>
<u>Description:</u> The closing segment of the <i>All-Hazards Resilience : Business Continuity Planning for Health Centres and Nursing Stations</i> wraps up the event, validates the work done by participants, and sets expectations for future updates to the BCP plan. <u>Learning Objectives:</u> By the end of this section, <i>All-Hazards Resilience BCP</i> learners will be able to: - Summarize the work accomplished and demarcate the next logical steps to be taken in matters of whole-of-organization Business Continuity Planning; - Demarcate additional mitigation and follow-up actions to be taken, to secure the immediate gaps identified during the BCP work session before moving into long-term planning. <u>Required Materials or Resources:</u> Long-term planning in a Business Continuity Plan focuses on embedding resilience into the organization's culture, strategy, and infrastructure over a multi-year horizon. It shifts the focus from fixing immediate gaps to anticipating future disruptions caused by business growth, technological shifts, and emerging local, regional, national and global risks	Day 2	Established during the preparatory conference.	On-Site

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