

## **Re: Covid-19: Organizational Leadership and Contingency Planning**

As concerns around COVID-19 grow in the region, social profits continue to play a central role in supporting communities and continuing to serve clients. It is also critical social profits manage the health and safety of their staff and volunteers. The following information is intended to assist in your organizational leadership and contingency planning.

It is recommended that the focus be on the organization's people and their personal health and safety, including mental well-being. Continuous communication in times of crisis is a leader's best tool. Communicate multiple times per day, especially early on. As information is rapidly evolving, you will not have all the answers, but it's important you share what you know and communicate often. Communication should be sincere, confident and calm, as others take direction from the emotions displayed by the leader.

Be clear on what core services/work you are trying to maintain. It's unlikely you'll be able to operate business as usual, so determine what is required, who does what and who has what authorities. Develop work plans and contingency planning assuming 50 per cent worker unavailability, including the unavailability of senior staff and key decision makers.

Decide if employees will be paid if off sick or self-isolating or simply staying away. Communicate this plan once determined as this will help address fear about personal income and whether staff need to come in to work. It is also suggested to focus on the physical work-space and the organization's assets and reputation.

### **Immediate protection measures that can be taken now:**

- Incorporate social distancing immediately, including no handshakes, hugs, kisses, physical contact, as well as maintaining a two-metre separation between people.
- Use video conference services where possible, such as Skype, Zoom, Go To Meetings, etc.
- Avoid large gatherings where possible. AHS has advised against gatherings of more than 250 people; however, smaller gatherings should be avoided where possible.
- Eliminate all non-essential travel, especially air travel. Eliminate car-pooling.
- Cover coughs and sneezes very well. Cough and sneeze into clothing, not your hands. Wash your hands immediately afterwards or use hand sanitizer, if washing your hands is not an immediate option.
- Wash hands regularly and properly. Use paper towels or single use towels. Use the towel to grab and open door handles.
- Ensure hand sanitizer stations are abundant and fully stocked.
- No potlucks or food sharing.

- Consider using disposable cups and utensils at work rather than glass wear and utensils. Do not share.
- Deep clean offices regularly. Understand what this means and the protocol for doing so.
- It is timely to consider cancellation policies, both from vendors (such as venues and caterers) as well as any programs or sessions you have planned.
- Address technical constraints to allow people to work from home. If possible now, consider allowing people to work from home. If required, establish a rotation to ensure someone is always in the office while others are working from home.
- Eliminate shared offices where possible.
- Consider supply chain issues and challenges in regards to masks, gloves, hand sanitizer, disinfectant wipes, grocery and medical supplies for the self-isolated.

Alberta Health Services (AHS) remains the trusted authority on COVID-19 for the region. More information can be found at [Alberta.ca/COVID19](https://alberta.ca/COVID19)

**Resources provided by AHS:**

- [Government of Canada's 2019 New Coronavirus \(2019-nCoV\): Outbreak Notification](#)
- [AHS update on novel coronavirus](#)
- [Government of Canada's Travel Health Notices](#)
- [World Health Organization's Novel Coronavirus \(COVID-19\)](#)

**You may also find the following helpful:**

- [Business continuity planning](#)
- [Managing COVID-19 in the workplace](#)
- [WCB Employer Fact Sheet](#)