



**ROYAL COLLEGE**  
OF PHYSICIANS AND SURGEONS OF CANADA  
**COLLÈGE ROYAL**  
DES MÉDECINS ET CHIRURGIENS DU CANADA

# CRISIS MANAGEMENT GUIDELINES

A framework to effectively manage emergencies, incidents and crises at all permanent and temporary locations for the Royal College, Royal College International (RCI), and Royal College Foundation (collectively referred to as the Royal College).

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### Revision History

Revision No.	Date	Description of Changes*	Author	Approval
001	2019 04 18	Initial draft based on previous IMS Guidelines	L. Maddock	
002	2019 04 19	Adjustments to Figure 3 and wording on page 8	L Maddock	
003	2019 04 30	Revisions based on initial feedback received	L Maddock	
004	2019 05 23	Revisions based on feedback from CMT Leads	L Maddock	
005	2019 06 07	Revisions based on feedback from CMT	L Maddock	
006	2019 09 15	Incorporate the previously titled Crisis Management Policy document and remove the Enterprise Security role	L Maddock	
007	2021 12 10	Review to validate content	L Maddock	
008	2023 01 30	B.1 Adjustment to Comms role description; change CMT Ops function names (CSFM-Facilities, IMTS-Technology, PSOD-People; CMT membership diagram (figure 3);	L Maddock	
009	2023 05 17	B.1 Adjustments to role descriptions for CMT Lead, People and Facilities	L Maddock	

\*Description should include section, page numbers, paragraph numbers and the subject.

# A. Administration

## A1. Introduction to Crisis Management

Crisis Management prepares employees to deal with crises and to maintain time critical services.

Crisis Management at the Royal College fosters organizational resilience by leveraging standards and best practices. It provides a versatile management system to:

- Clarify roles and responsibilities within crisis management;
- Define support requirements for incident response;
- Provide reasonable assurance that in the event of a disruption, the Royal College can maintain an acceptable level of delivery of time critical services and activities; and
- Provide the Executive Directors’ Committee (EDC) with situational awareness and decision-making support.

**Crisis Management Guidelines:** Provides a framework to effectively manage emergencies, incidents and crises at all permanent and temporary locations for the Royal College, Royal College International (RCI), and Royal College Foundation (collectively referred to as the Royal College). The Crisis Management Guidelines is separated into two parts.

- **A. Administration:** Contains details on the Crisis Management Governance and authorities.
- **B. Implementation:** Provides the tools, processes and procedures to support the Crisis Management Team.



Figure 1: Crisis Management Overview

**Emergency Response Plan:** Focuses on protecting people and other physical assets of the Royal College. It provides recommendations to ensure a coordinated response to various emergency situations (Response Procedures).

**Business Continuity Plan:** Supports the continuation of the Royal College’s time critical services or activities when an incident occurs or an event interrupts the usual delivery of services. With approval from the CMT and/or EDC, department specific Continuity Measures and Arrangements will be implemented. An incident could adversely impact the Royal College’s people, operations, technology, and reputation.

## A2. Crisis Management Governance

The Crisis Management Governance establishes a streamlined decision-making structure without reducing executive authority. The clearly defined flow of information supports expedient decisions and rapid communications.

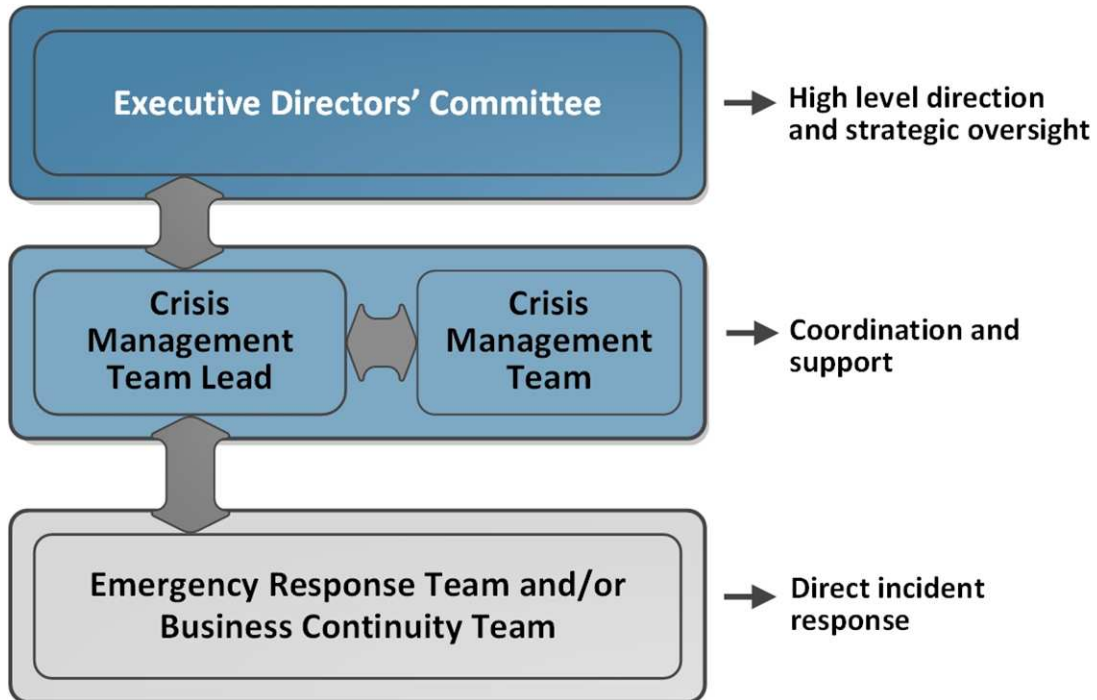


Figure 2: Crisis Management Governance

## A3. Roles and Responsibilities

### A3.1 Executive Directors' Committee

The Executive Directors' Committee (EDC) will be notified and convene, when appropriate, based on the impact or potential impact of an incident on Royal College assets/ operations. EDC members will gather at a pre-determined location (physical or virtual) and provide strategic guidance and direction related to incident management. They will rely on information from the Crisis Management Team Lead (CMT Lead) in making their decisions and providing guidance.

*The EDC provides high level direction and strategic oversight*

### A3.2 Crisis Management Team Lead

Crisis management initiatives will be led by the Crisis Management Team Lead(s). They will approve crisis management documentation and ensure that all staff are familiar with their roles and responsibilities in the event of an incident.

The Crisis Management Team (CMT) Lead will be determined based on availability and the nature of the incident. Multiple personnel are trained to assume this role. The CMT Lead will exercise overall management responsibility for activation, coordination, and demobilization of crisis management activities.

### A3.3 Crisis Management Team

The CMT provides central coordination and support before, during and post incident.

#### **Before an Incident** the CMT will:

- Oversee the development, implementation, and maintenance of the Royal College Crisis Management documentation;
- Ensure that necessary resources are in place; and
- Ensure that they are prepared, at all times, to meet their designated functional responsibilities.

*It is expected that each CMT Member will be ready, at all time, to assume their assigned CMT role.*

#### **During an Incident** the CMT will:

- Ensure that measures are taken to:
  - o Protect employees, visitors, Fellows, and volunteers;
  - o Maintain the security and protection of the facility, technological and physical assets contained within;
  - o Minimize impacts on the organization;
- Return the organization to a state of normalcy as quickly as possible;
- As appropriate, inform all stakeholders of the incident in a timely manner with complete and factual information, while maintaining confidentiality and privacy;
- Support the Emergency Response Team; and
- Initiate the Business Continuity Plan, if deemed necessary.

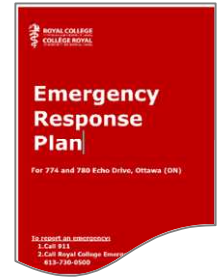
#### **Post-Incident** the CMT will:

- Ensure the incident has been resolved;
- As appropriate, notify staff and EDC that the incident has been resolved;
- Conduct a de-brief and evaluation of the incident to gather feedback on opportunities to strengthen processes and plans; and
- Prepare a management action plan based on the de-brief and evaluation.

### A3.4 Emergency Response Team

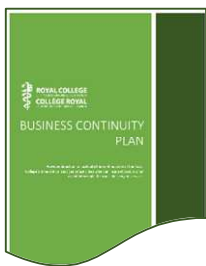
Members of the Emergency Response Team (ERT) will be engaged to support the development and validation of program documentation. In an incident, the ERT provides initial screening and triage evaluation of calls received to the Emergency Alert Line. The ERT will notify the CMT Lead of all incidents and assign requests for assistance as appropriate.

ERT members follow policies and procedures contained within the Emergency Response Plan. The ERT is also responsible for communicating instructions to Emergency Wardens, employees, and visitors in their assigned area.



**Members of these teams will be engaged to support the development and validation of program documentation.**


### A3.5 Business Continuity Team



Members of the Business Continuity Team (BCT) will be engaged to support the development and validation of program documentation. In an incident, the BCT will be engaged, as required, to support the continuation of the Royal College’s time critical services or activities when an incident occurs or an event interrupts the usual delivery of services.

BCT members follow policies and procedures contained within the Business Continuity Plan. With approval from the CMT and/or EDC, department specific Continuity Measures and Arrangements will be implemented.



**Refer to the Business Continuity Plan for details on roles and responsibilities of the Business Continuity Team.**



**COMMUNICATIONS**  
*Continuity Measures and Arrangements*

Create and deliver digital and print communication to internal and external stakeholders  
Goal for Recovery: able to communicate with stakeholders

TIME CRITICAL SERVICES/ACTIVITIES	
SERVICE/ACTIVITY	HOW LONG UNTIL A HIGH IMPACT OCCURS? (RTO)
Website	4 hrs
Email	4 hrs
Media	4 hrs
Twitter/Facebook	4 hrs

**BUSINESS CONTINUITY FLOWCHART**

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graph TD
    A[Recovery plan activation] --> B[Obtain Authorization if required]
    B --> C[Notify Recovery Coordinator(s)]
    C --> D[Implement steps to recovery]
    D --> E[Demobilize]
                    
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### A4. Awareness and Training

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The Royal College will foster awareness of crisis management throughout the organization. It is the responsibility of the Corporate Services and Facility Management, in partnership with the Communications and Marketing to ensure that crisis management concepts are communicated on an annual basis to all departments. Crisis management documentation will be posted on the Royal College Intranet.

At a minimum, training will be provided annually and in the following situations:

- ✓ For new employees during their orientation period,
- ✓ For existing employees when there is a change in their crisis management role(s), and
- ✓ When crisis management processes or procedures undergo a significant revision.

### A5. Exercising and Testing

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Participation in an annual scenario-based exercise is a mandatory requirement for primary and alternate CMT, ERT and BCT members. The objective of this exercise will be to provide team members an opportunity to practice their roles and identify opportunities to strengthen crisis management processes and procedures. Exercise the People – Test the Plans

### A6. Review and Maintenance

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To ensure that crisis management practices continue to meet the needs of the organization, adjustments to documentation may be made based on changes in services, activities, resources, or the threat environment.

### A7. Make Improvements/Acknowledge Success

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Opportunities to enhance crisis management processes, procedures and documentation will be identified and implemented as we practice and live through real crises. Success will be acknowledged as members of the CMT, ERT and BCT become comfortable in their roles, and employees feel prepared to deal with crises.

### A8. References

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Crisis Management at the Royal College leverages internationally recognized standards and the professional practices/practice guidelines of two international certification bodies.

- o CSA Z1600-17, Emergency and continuity management program.
- o NFPA 1600-2016, Standard on disaster/emergency management and business continuity/continuity of operations.



- o ISO 22320:2018, Security and resilience — Emergency management — Guidelines for incident management
- o ISO 22301:2012, Societal security — Business continuity management systems — Requirements.
- o DRI International, Professional Practices for Business Continuity Practitioners, 2016.
- o Business Continuity Institute (BCI), Good Practice Guidelines, 2013 Global Edition.

### A9. Definitions/Glossary

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Royal College	Royal College of Physicians and Surgeons of Canada
EDC	Executive Director Committee
CMT	Crisis Management Team
ERT	Emergency Response Team
BCT	Business Continuity Team
Emergency	A present or imminent event that requires prompt coordination of actions concerning persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment.
Incident	A situation that might be or could lead to, a disruption, loss, emergency, or crisis.
Crisis	Events that have the potential to cause significant security, financial, or reputational impacts.

### A10. Inquiries

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For information or clarification, please contact: Executive Director, Chief Financial Officer and Chief Operating Officer.

## B. Implementation

### B1. Crisis Management Team Membership

CMT members are predetermined and have been trained on expectations relative to their assigned CMT roles. The CMT Lead will consider the size and complexity of the incident in determining which members to engage. In addition to the CMT roles outlined below, subject matter experts may be engaged to provide departmental or subject specific information.

The CMT Role Assignment and CMT Contacts will be reviewed annually. When faced with personnel changes, the vacant position will be filled by the next person trained for the specific role. During the annual review, a discussion around filling vacant role(s) on a permanent basis will take place.

**For the list of identified CMT members, refer to CMT Role Assignment and CMT Contacts (Crisis Management Guidelines, Appendix 1)**

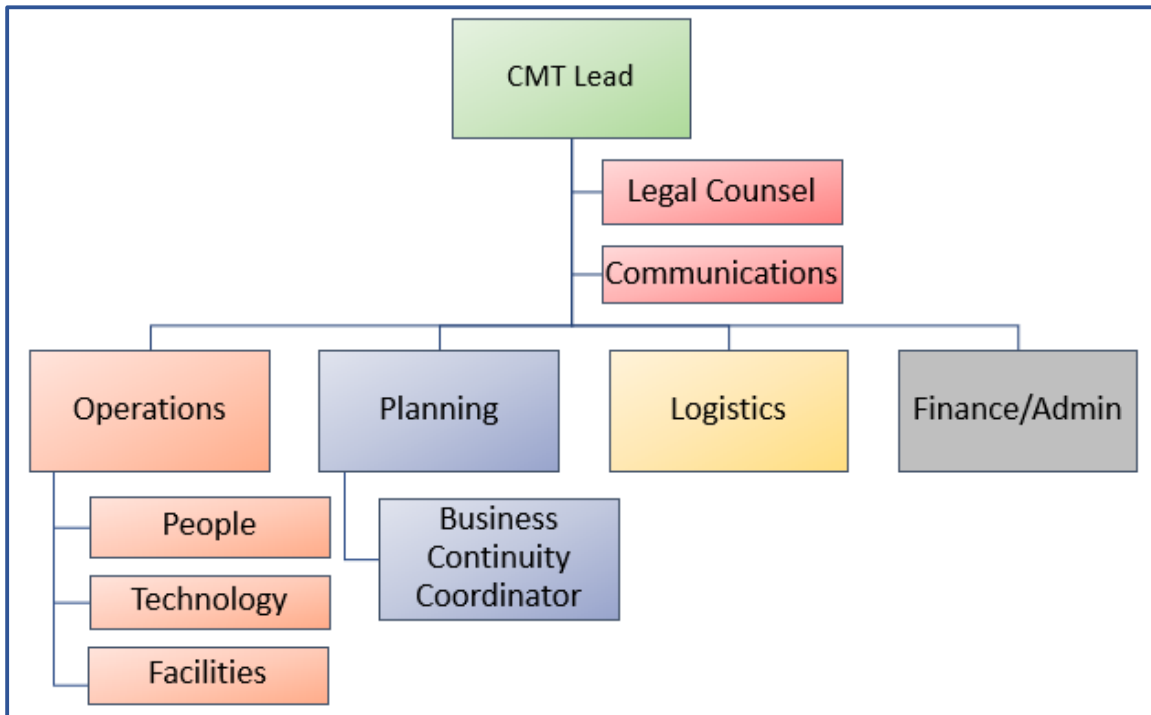


Figure 3: Crisis Management Team Membership

CMT Roles	Responsible to
<b>Crisis Management Team Lead</b>  <b>(CMT Lead)</b>	<p>Exercise overall management responsibility for activation, coordination, and demobilization of crisis management activities.</p> <p>Act as a point of contact for the Royal College to help find the right resources (both inside and outside of the Royal College), and a conduit to gather information about the incident and bring in required resources to support the response.</p> <p>Follow the Planning Cycle and develop incident objectives. Monitor objectives continuously to ensure appropriate actions are taken and any necessary modifications are addressed.</p> <p>Liaise with the EDC.</p> <p><i>Due to the inherent nature of a crisis, the expectation is that CMT Leads will generally be available at all times. A short list of personnel have been trained to assume this role. If not available, due to personal or work-related commitments, the other CMT Leads are to be notified.</i></p>
<b>Legal Counsel</b>	Develop and recommend measures for limiting risk, and advising on legal or privacy aspects that need to be considered in the resolution of an incident.
<b>Communications</b>	Ensure internal and external communications, including media relations, and supports and prepares official Spokespeople as needed.
<b>Operations<sup>1</sup></b>	<p>Coordinate tactical actions at the incident and recovery sites.</p> <p><i>The CMT Lead(s) will determine which member is most appropriate based on availability and the nature of the incident.</i></p>
○ <b>People</b>	Provide staff resources and services to support the incident and support people issues.
○ <b>Technology</b>	Coordinate technical resources to provide and restore services. Monitors and informs of IT security risks, and system availability.
○ <b>Facilities</b>	Coordinate a response to building impact.
<b>Planning<sup>2</sup></b>	Collect, evaluate, process, and disseminate information for use at the incident site.
○ <b>Business Continuity Coordinator</b>	Advise on business continuity requirements based on identified time-critical services and activities.
<b>Logistics<sup>3</sup></b>	Provide service and support requirements to the incident.
<b>Finance</b>	Manage all financial aspects of an incident.

**For more details on responsibilities of each CMT role, refer to the CMT Checklists. (Crisis Management Guidelines, Appendix 2)**

<sup>1</sup> Note that these positions are created in the context of crisis management and are separate from the lines of business at the Royal College. i.e. Planning does not refer to the Planning Department at the Royal College.

<sup>2</sup> See above.

<sup>3</sup> See above.

## B2. Approval and Authority Level of the CMT Lead During an Incident

During an incident that requires prompt action, beyond normal procedures, in order to limit damage to persons, property, or the environment, the CMT Lead is authorized to:

- Activate and manage the CMT,
- Manage response and recovery activities, and
- Provide the EDC with regular situation reports.

Where decisions exceed the authority of the CMT Lead, Executive Directors' Committee approval is required.

## B3. Crisis Management Implementation

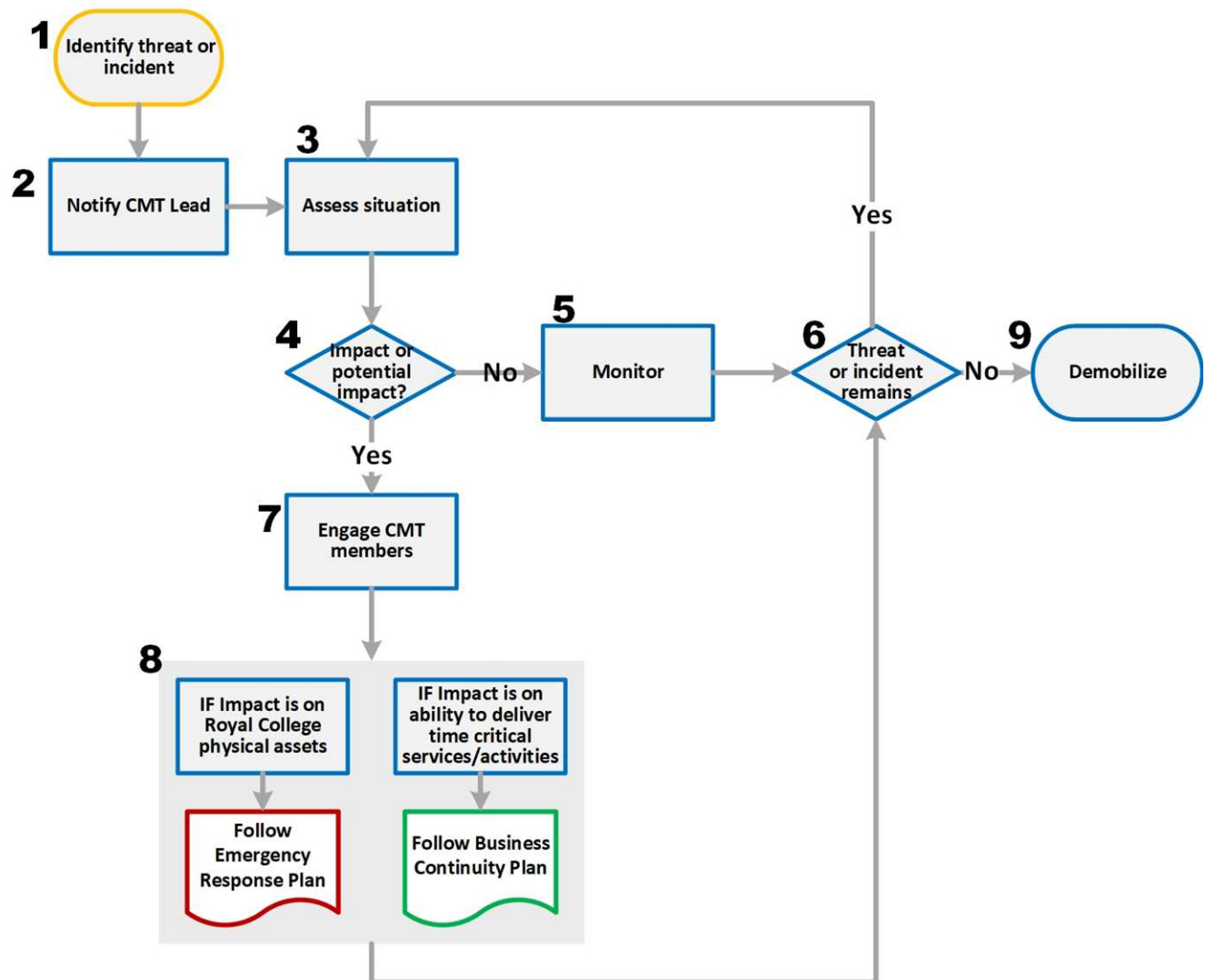


Figure 4: The Phases of Crisis Management Implementation

Phase		Action Required	
<b>1</b>	<b>Identify threat or incident</b>	<b>ANY staff or volunteer</b> of the organization may report a potential or active threat that may impact the organization or interrupt service delivery. <i>*IMTS will follow the IMTS Incident Process.</i>	
<b>2</b>	<b>Notify CMT Lead</b>	A CMT Lead receives information of a threat or incident.	
<b>3</b>	<b>Assess situation</b>	The CMT Lead will obtain a basic understanding of what is happening and the potential impact on people, assets, and operations.	
<b>4</b>	<b>Impact or potential impact?</b>	Yes	The CMT Lead will <b>Engage CMT members</b> .
		No	The CMT Lead will continue to <b>Monitor</b> the situation until such time as operations are significantly impacted or it is appropriate to demobilize.
<b>5</b>	<b>Monitor</b>	The CMT Lead will place resources on standby.	
		The CMT Lead will communicate with the EDC and other stakeholders, as appropriate.	
<b>6</b>	<b>Threat or incident remains?</b>	Yes	The CMT Lead will continue to <b>Assess situation</b> .
		No	The CMT Lead will advise personnel to <b>Demobilize</b> .
<b>7</b>	<b>Engage CMT members</b>	<p>The identified CMT Leads will determine who is most appropriate to lead given the nature of the incident.</p> <p>The CMT Lead will:</p> <ul style="list-style-type: none"> <li>Engage CMT members, as required, based on the nature of the incident,</li> <li>Apprise the EDC of the situation and agree on status update schedule, and</li> <li>Ensure timely messaging to internal and external stakeholders.</li> </ul>	
<b>8</b>	<b>IF Impact is on Royal College physical assets</b>	The CMT and Emergency Response Team will follow procedures as outlined in the Emergency Response Plan.	
	<b>IF Impact is on ability to deliver time critical services/activities</b>	The CMT and Business Continuity Team will follow procedures as outlined in the Business Continuity Plan. With approval from the CMT and/or EDC, department specific Continuity Measures and Arrangements will be implemented.	
<b>9</b>	<b>Demobilize</b>	The CMT Lead will initiate activities to demobilize activated team members.	

## B4. The Planning Cycle

To support efficient and effective management of the incident, the Crisis Management Team will follow a defined planning cycle.

### **Assess the Situation:**

The CMT will gather information from the ERT and BCT on the current status of the incident.

### **Establish Incident Objectives:**

The incident objectives define what must be done to achieve the priorities based on best knowledge of the current situation and the resources available. The CMT Lead should establish incident objectives that are clear, measurable, achievable and flexible.

### **Complete Incident Action Plan (IAP):**

The IAP is a tool used to capture the overall strategy for managing an incident. At minimum, the IAP should outline the objectives that must be achieved to resolve the incident, the strategies that will be used to achieve the objectives, and the tactics required to implement the strategies in the safest manner possible.

### **Inform the EDC:**

The CMT Lead will brief the EDC using information gathered on the IAP. It is important to synchronize the EDC briefings with the planning cycle to ensure that issues warranting direction and decisions from the EDC are identified.

### **Implement the Plan:**

The IAP is evaluated at various stages in its development and implementation to ensure that the objectives are met and effectiveness is assured.

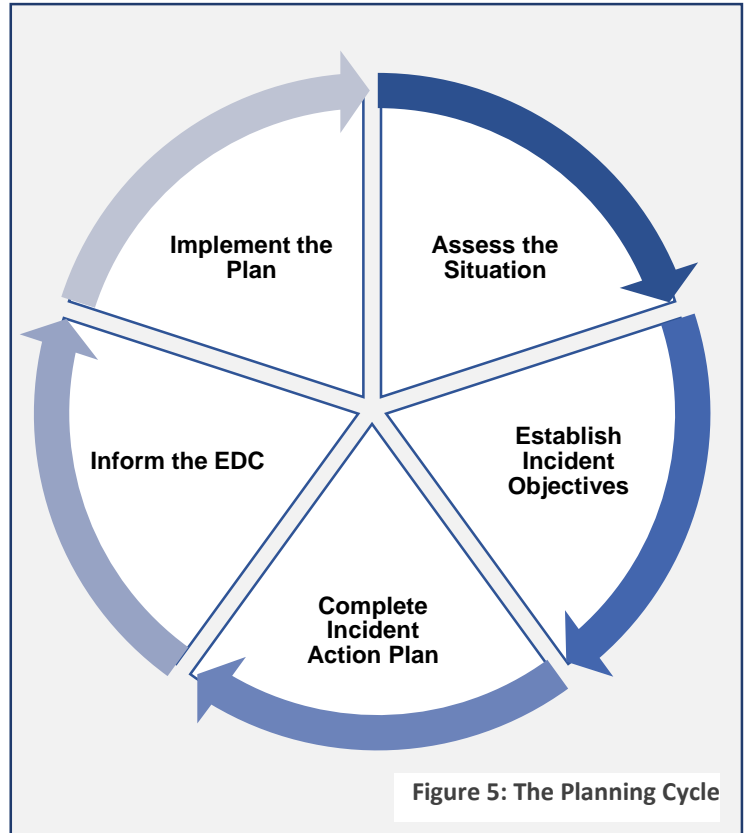


Figure 5: The Planning Cycle

**To support implementation of the Crisis Management Guidelines, refer to Forms and Tools (Crisis Management Guidelines, Appendix 3).**

# Appendices

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### 1a. CMT Role Assignment

### 1b. CMT Contacts

### 2a. CMT Lead Placemat

### 2b. CMT Checklists

### 3. Forms and Tools

- › Incident Log - The Incident Log is used to record details of significant actions and events of an individual or team within the CMT structure. Incident logs provide a basic reference from which to extract information for inclusion in any post incident report.
- › Incident Action Plan (IAP) - The Incident Action Plan (IAP) specifies the objectives, actions required and other appropriate information to manage the incident.
- › Situation Report (SitRep) - This tool provides a structure to consolidate information required to brief the EDC and track strategic directives and approvals.