

I – Workshop Slides

- **Introduction**
- **Module 1 - About Business Continuity**
- **Module 2 - Project Initiation and Governance**
- **Module 3 - Identifying Essential Services and Applications (Data I)**
- **Module 4 - Prioritizing Essential Services and Establishing Recovery Objectives (Data II)**
- **Module 5 - Developing Business Continuity Strategies and Action Plans**
- **Module 6 - Integrating Business Continuity with Emergency Planning**
- **Module 7 - Testing and Maintaining Business Continuity Plans**

**Healthcare Business
Continuity Planning
Workshop**

Minnesota
Healthcare System Preparedness Program
Continuity of Operations

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Workshop Agenda

Introduction

Module 1 - About Business Continuity

Module 2 - Project Initiation and Governance

Module 3 - Identifying Essential Services and Applications (Data I)

Module 4 - Prioritizing Essential Services and Establishing Recovery Objectives (Data II)

Module 5 - Developing Business Continuity Strategies and Action Plans

Module 6 - Integrating Business Continuity with Emergency Planning

Module 7 - Testing and Maintaining Business Continuity Plans

Wrap-Up

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Overview

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Introductions



Ed Deveau Angela Devlen Tom Gaitley

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Our work in the field informs the way we advise our clients and design our programs.

Why are we here?

To begin a multi-year process to develop the business continuity action plans and strategies needed to maintain effective levels of patient care and essential services.

Plans that identify:

- Essential functions and impacts of function interruptions
- Applications supporting essential functions and impact of application interruptions
- Recovery requirements, objectives, strategies and actions to maintain continuity of high impact functions and applications

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Department BCP

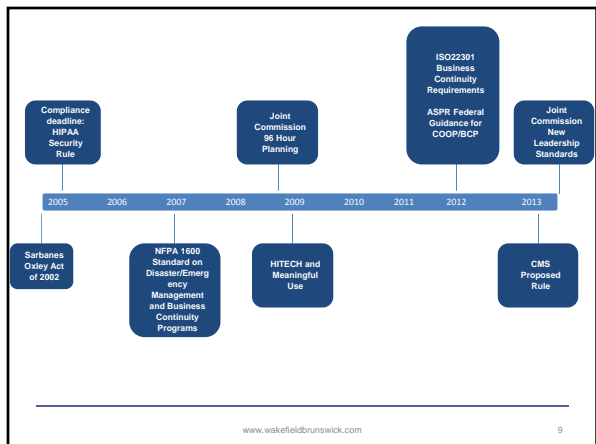
Division Name		BCP Contact				
Division Vice-President/ Director		Work Phone				
Floor Number		Emergency Cell Phone				
Email Address		Email Address				
Function, Criticality and Recovery Priority						
Department	Essential Function or Service	Business Information Tabular (Bn)	Application(s) Required to Perform Function or Service	Functional	Essential Number of Staff Required	Can Work Be Performed If Missing?
Vital Records						
Record Name	Record Type (Electronic/Paper)	Vital Record Back up or Alternate Record	Location			
Vital Equipment and Supplies						
Equipment/Supplier	Details	Amount/Qty	Part Level	Stock	Methods to	
Strategy for Recovery and Interruption Impact						

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What's driving this?

Changing regulatory landscape and associated funding conditions require that healthcare organizations develop and maintain higher levels of operational resiliency.

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Lessons learned from recent events reinforce the need for more extensive Business Continuity Planning (BCP) / Continuity of Operations Planning (COOP)

What do we need?

- Executive buy-in and support
- Organizational awareness and participation
- Project planning tools to define milestones, timelines and the resources needed
- Simple, clearly defined plan development processes
- Simple, effective data gathering and documentation tools and templates

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How are we going to do this?

- A vetted, healthcare-centric plan development process
- Plan development process training and exercises
- Online plan development knowledge base, tools and templates
- A little bit at a time
- Follow-up support from MN DH and coalition partners

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Sample project map and timeline

Your Healthcare Facility	
2014	
Oct	Train with COOP Project Team members (individual facilities determine members) Regional Management Team (RMT) endorsement
Nov	Kick-off meeting with Pilot Site Agenda: Overview, Work Plan, Governance, Identify Critical Departments, Prioritize Departments, Schedules, Questions
Nov - Dec	Pilot Site Survey (Essential services)
2015	
Jan	Review results with regional EMC, COOP workgroup, governance, etc.
Jan - Feb	Regional touch point meeting Review pilot sites and determine next steps
Jan - Dec	Begin additional healthcare facility kick-off meetings and essential services surveys. Prioritize and select 2-3 departments.
Jul - Dec	Plan Development Report out to EMCRMT, COOP workgroup, governance, etc.
2016-2017	
	Departmental BCP template, Integration and Recovery Strategies, Testing & Exercising, Monitoring & Evaluation
Jan - Dec	- 96 hour plan - Business Impact Analysis (BIA) - Hazard Vulnerability Analysis (HVA) - Recommendations to leaders - Additional department surveys (Only 2-3 done in 1st round) - Planning and Management (ongoing)

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Challenges


- Trained personnel needed to develop plans
- Executive buy-in and support
- Existing levels of organizational awareness and participation
- All healthcare facilities are not alike
- Small healthcare facilities have limited time and resources

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Exercise - 1



Continuity planning challenges

- What are the business continuity planning challenges your organization faces?
- What will you need to address those challenges?

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About Business Continuity

Module 1

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At the end of Module 1 you will know ...



1. How Business Continuity integrates with the other Emergency Management components in your facility
2. The Business Continuity Plan development process

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What is a Business Continuity Plan?

Is it an IT disaster recovery plan?



Is it an emergency operations plan?



Is it HICS?



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What is a Business Continuity Plan?

The Business Continuity Plan provides information about governance and operational recovery that complements and supports the healthcare facility's overall Emergency Operations Plan



Note: Business Continuity Planning (BCP) is often also called Healthcare Continuity, Clinical & Business Continuity or Continuity of Operations Planning (COOP). For our purposes, all are considered synonymous with BCP.

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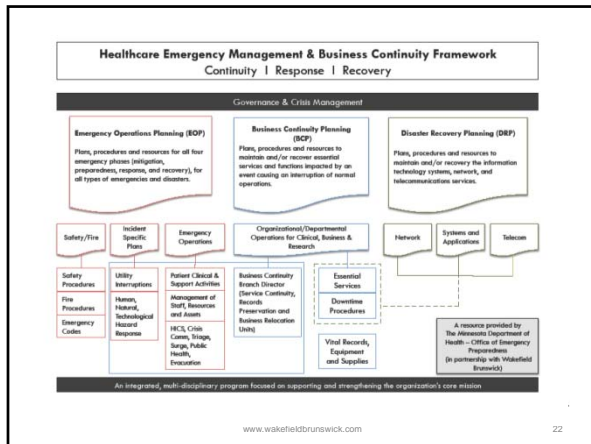
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An integrated business continuity plan...

- Establishes the priority and sequencing of services required to maintain essential operations (supply chain, payroll, research) and services delivery
- Identifies risks and measures the impact to operations during interruption events and disasters
- Provides information needed to develop effective operational recovery strategies
- Builds financial resilience, mitigates economic impact of interruptions, controls recovery costs and protects market share
- Improves patient safety, efficiency, availability of critical supplies and protects assets
- Exceeds compliance with the increasing cross-section of emergency management and business continuity standards
- Aligns with strategic priorities provides a holistic approach to organizational resilience
- Protects technology investments and organizational assets

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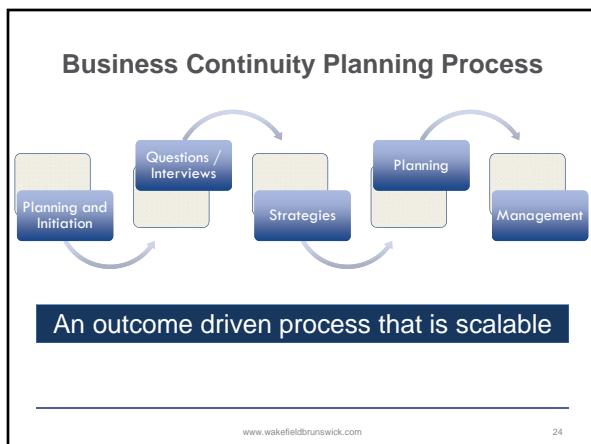
Exercise - 2

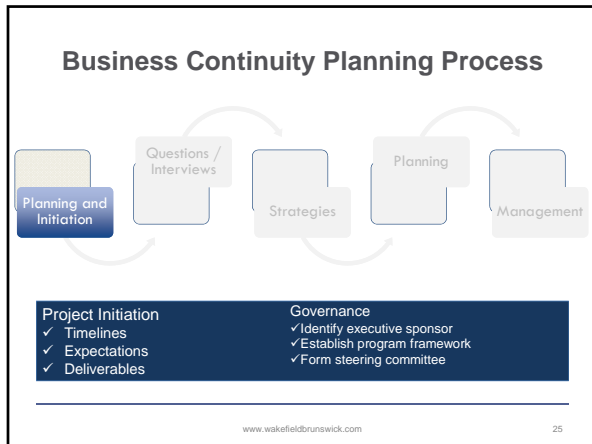
Operations disruption scenarios

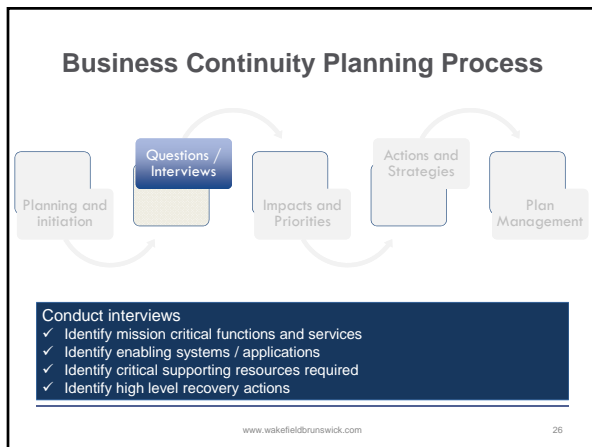
List 5 scenarios describing a disruption to operations (a service area or department)

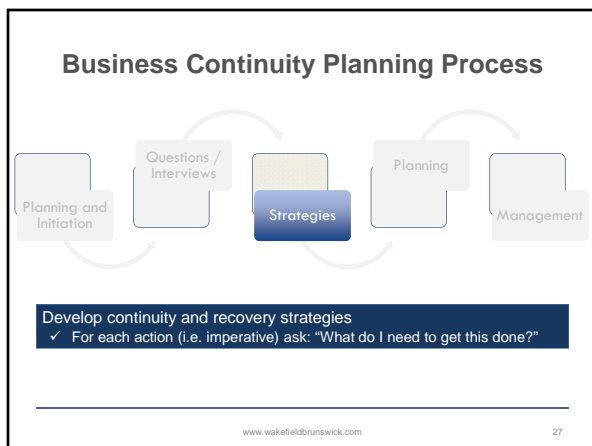
- Can be a past event or likely scenario.
- There are no injuries, fatalities or mass casualties.
- "Mutual Aid" from other/outside organizations is not needed.
- Scenario involves event affecting only the one location (i.e. not a community-wide or regional incident or event).

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Business Continuity Planning Process

Integrate with emergency operations planning

- ✓ Assume both need and no-need to relocate
- ✓ Use imperatives only, begin each sentence with a verb

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Business Continuity Planning Process

Ongoing program maintenance and tracking

- ✓ Establish metrics
- ✓ Identify opportunities for improvement
- ✓ Report findings and results to steering committee

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Module 1 Resources

1. Business Continuity Action Plan
2. PDF of Module Presentation
3. EM BCP Framework

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Module 1 Summary



You should now know:

1. How business continuity integrates with the other EM components in your facility
2. The business continuity plan development process

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Project Initiation and Governance

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At the end of Module 2 you will know ...



1. How to define your goals
2. How to complete a task plan
3. Resources requirements that need to be identified
4. Who may be your executive sponsor
5. How to form your steering committee
6. How to create a strategy for leadership engagement and program governance

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Project Initiation

Defining goals and identifying what is needed to achieve them

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Scoping the effort

- Who owns the responsibility for the developing and managing the plan?
- Is there Executive buy-in and support?
- What is the level of continuity planning and awareness within the operational departments at your facility?
- How many operational departments do you ultimately need to develop plans for?

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Planning the effort

- Establish plan development goals for each of the next three years
- Schedule and conduct executive briefing to get buy-in/support to proceed
- Identify operational units and unit representatives to be assigned to support plan development efforts

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 **Exercise - 3** 

Setting your goals

1. Answer the scoping questions as best you can for your facility
2. Create 4 – 6 plan development goals that cover the short, mid-, and long-range (1, 3 and 5+ years)
(Reference Project Map and Timeline in Resources folder)
1. Consider what people, resources and actions are needed to help achieve your goals

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Governance

Establishing executive guidance and support

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Identify your executive sponsor

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Establish policy / identify sponsor

- Refer to the business continuity program policy template
- Tailor the policy template to your organization
- Coordinate with your supervisor to identify a leader to serve as your executive sponsor
- Work with your executive sponsor and supervisor to form your committees

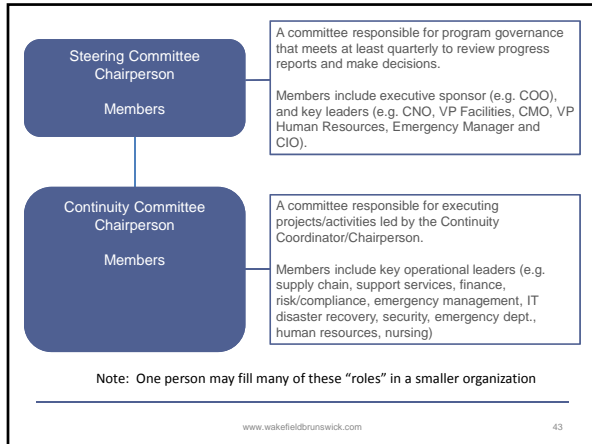
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Form a Steering Committee

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Exercise Setup - 4

- Identify participant roles:
 - The participant with a pink sticker on their test will be the coalition coordinator and lead the exercise.
 - The participant with the orange sticker will be the hospital coordinator.
 - The participant with the green sticker will take notes on the governance exercise document.
- The coalition coordinator and the hospital coordinator will work together to address the following three questions on the governance exercise document.
- The note taker will document answers on the governance exercise document.

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Exercise - 4

Establishing governance structure

- What are the **Business Continuity** strategic priorities of your organization?
- Who is your executive sponsor? If you do not have a sponsor identified, list one or more leaders you will approach to serve in this role.
- Who is on your business continuity steering committee? If you do not have one in place, describe how you will establish a committee and those you will approach to serve on this committee.

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Leadership Engagement and Program Governance

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“ Leaders have to worry about BCP. First, as broadly as possible, then focus on the key areas, then knit it into other work at the Institution ... particularly people who deal with safety, operations and security. Integrating BCP with the business of the institution, as opposed to a function off to the side, not only provides a risk mitigation strategy but a business effectiveness strategy. ”

~James Conway, past COO Dana-Farber Cancer Institute, Senior Fellow, Institute for Healthcare Improvement

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Educate and engage leadership

- Tailor the materials to your organization
- Send executive letter with SBAR
- Conduct an executive briefing/presentation and reinforce key principles in SBAR
- Present the policy, organization chart and leadership briefing to your steering committee
- Gain approval from steering committee on policy and organizational chart

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Module 2 Resources



1. Business Continuity Action Plan
2. PDF of Module Presentation
3. CEO Letter Template
4. EM BCP Policy Template
5. EM BCP SBAR Template
6. Governance Committee PDF
7. Task/Resource Planning Template
8. Template List of Core Services and Operations in Healthcare Facilities
9. Governance Exercise
10. Governance BCP Structure PowerPoint Slide
11. Steps for Leadership and Physician Engagement

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Module 2 Summary



You should now know how to:

1. Define your business continuity planning goals
2. Complete a task plan
3. Identify resources requirements
4. Identify your executive sponsor
5. Form a steering committee
6. Create a strategy for leadership engagement and program governance

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Identifying Essential Services and Applications (Data I)

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At the end of Module 3 you will know ...



1. How to identify and engage key operational unit representatives
2. Different types of interview questions and their uses
3. How to conduct an interview
4. How to document information obtained in the interview

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Purpose

- Define the essential functions, services
- Determine the realistic impact of unplanned disruptions
- Identify applications and systems required
- Identify organizational and IT systems interdependencies
- Identify high level recovery actions and strategies

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Develop interview questions

- Start Simple – no more than 10 questions
- Understand the desired outcomes
 - ✓ Essential functions and applications
 - ✓ Impact of service interruptions
 - ✓ Recovery actions
 - ✓ Vital records
 - ✓ Vital equipment

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Exercise – 5a

Developing and conducting interviews - I

1. Refer to *“BCP Demo - Questionnaire”* in your exercise workbook
2. Review example questions
3. Set objectives for your BIA
4. Develop your questions
 - Questions that result in measurable data
 - Avoid highly subjective questions
 - Give specific examples for them to consider

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Setting up interviews

- Identify operational departments identified in plan development goals
- Coordinate with departmental management to identify representative to participate in the interview
- Communicate with representative to provide information about the process and schedule interview
 - ✓ Send out introductory e-mail at least 3-4 weeks prior to interview and a follow-up e-mail one week prior
 - ✓ Schedule 1-1/2 Hour for Interview with Operations representatives, 2 hours with IT representatives

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Conducting the interview

- Hold the interviews in a neutral site (i.e. conference room) so they come to you – where distractions are limited
- Schedule the interviews back-to-back (with 15 minute break for notes review)
- Limit the interviews to one functional area and no more than around 5- 6 people beside yourself – err on the side of less people
- You take all of the notes!!! Interviewees will love you for it and you will end up with better control of the project deliverables
- Conclude by reflecting back to interviewees any actions, to-do items, or issues you have identified

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Techniques for Successful Interviews

Technique	Description	Example
Direct Question	Seeks specific information.	How would you rate the risk to patient safety, when your are unable to enter physician orders?
What If/ Just Suppose	Helps people move beyond their limited, well-defined, present circumstances to consider creative alternatives.	What if your primary space of operations was unavailable - what would you do first to resume your department's essential functions?
Use prompts and probes	The first answer you get is rarely all of it. Learn to follow-up on a question, and to prompt more from people on the meaty issues.	- Really? Can you be more specific about that? - That's good, but it would help if you could give me a few examples. - Oh? And then what happened?
Summarize	Periodically, recap the key points the interviewee has raised. This helps ensure mutual understanding. It also serves as a prompt to elicit more information	So if I've understood you correctly, your primary concern would be contacting vendors needed to establish mobile operations. Is this correct?

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Types of Interviews

- Structured
- Unstructured



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Exercise – 5b

Developing and conducting interviews - II

1. **Assign roles:**
Department representative; Interviewer; Note taker
3. **Rotate roles:** Each person takes a different role at least once
4. **Select** a department from the scenarios created in Exercise-2.
5. **Conduct interview** using a combination of open-ended, "what if/ just suppose", and probing questions to identify:
 - The most important activities that they do? (tasks, functions, etc.)
 - Who do they rely upon to do it and who relies upon them (interdependencies)?
 - What equipment, systems, applications and resources they use?

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Documenting information obtained

- Use template to simplify consistent data capture
- Complete documentation as soon as possible after interview while it's fresh in your mind
- Send copy of completed template to interviewee to review and validate

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Module 3 Resources



1. Business Continuity Action Plan
2. PDF of Module Presentation
3. Sample email to department head requesting function representative
4. Sample email to function representative assigned to be interviewed
5. BCP Demo - Questionnaire
6. 10 tips for interviews

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Module 3 Summary



You should now know how to:

1. Identify and engage key operational units representatives
2. Develop interview questions
3. Conduct an interview
4. Document information obtained in the interview

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Prioritizing Essential Services and Establishing Recovery Objectives (Data II)

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At the end of Module 4 you will know...



1. How to prioritize essential functions
2. How to establish recovery objectives for your IT applications
3. Key elements to include in your report

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Purpose

- Document business recovery priorities and objectives
- Inform organizational efforts to establish business recovery strategies that meet business recovery objectives
- Inform IT efforts to establish recovery strategies that meet business recovery objectives

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Develop impact analysis data

- Validate/modify criticality definitions and scores
- Validate/modify impact categories to be used
- Validate/modify weights to be used for each category
- Input department's functions and services identified during 1st interview
- For each function/service input the IT systems/services required
- Conduct interviews with operations representative to identify/record impact ratings

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Exercise - 6



Establish operational impacts

1. Use the Essential Functions table in your workbook
2. List three functions/services for your department
3. Review impact categories and enter any additional categories needed
4. For each function/service, assign ratings in each impact category using the scoring chart provided

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Exercise - 7



Establish IT systems impacts

- Use the IT Systems Impact table in your workbook
- For each function/service, listed in the worksheet from Exercise-6, enter the names of the IT systems required
- Enter any additional impact categories that you may have identified in Exercise-6
- For each IT system, assign ratings in each impact category using the scoring chart provided

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Establishing weights for impact ratings

- Consistent
- Repeatable
- Informed Decision

During your analysis, scores can be also be "weighted", to characterize the magnitude of the impact as well.

The survey recipient/interviewee chooses from a range of scores of 1-5 for consistency and simplicity.

1 = 1
2 = 3
3 = 5
4 = 7
5 = 14

Essential Function or Service	Patient Safety Impact	Operational Impact	Family Experience Impact
Provide patient care	5	5	5
Acquisition and requisition of essential supplies	3	4	2
Nursing administration	1	3	1

$14+14+14 = 42$

Establishing recovery objectives

Definitions

Recovery Time Objective (RTO) defines the maximum duration of a service or application outage before significant operational, patient care or family experience impacts occur.

Recovery Point Objective (RPO) is the point in time of the last good backup of data offsite at time of disaster and identifies the amount of acceptable data loss.

RTO/RPO Matrix

RTO / RPO	< 2 hours	< 8 hours	<48 hours	>48 hours
RPO <1 hour: Little to No Data Loss Tolerated/Unable to recreate data	Tier 1: High avail/Synch	Tier 2: High avail/Asynch		
RPO 24: One day of data loss allowable or can be recreated/reentered from back log or tape back up			Tier 3: Hot Site	Tier 4: Drop ship/Cold Site

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Your BIA report

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Report on findings

- Create 1-page executive summary of the initial impact findings and issues
- Findings and recommendations
 - ✓ Provide a statement of the organizational goals and objectives
 - ✓ Summarize the impacts to those goals and objectives as a result of a disruption
 - ✓ Document the tiers of functions and applications
 - ✓ Provide a summary of the resource requirements & recommended strategies to recover and resume operations according to tiers
 - ✓ Identify any gaps in recovery capabilities and requirements

HINT: Be concise. Use graphs, data and illustrations.

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Using the BIA Data for your BCP

Tier 1	Definition:	Critical Services for Core Hospital Operations and Patient Safety
	Recovery Point Objective (RPO):	Within 15 minutes from original point of failure
	Recovery Time Objective (RTO):	Less than 2 hours after interruption
	Capacity Assumptions:	Limited capacity until event – On demand scale up within RTD
Tier 2	Definition:	Important Services – May be dependent on a Tier 1 service or application
	Recovery Point Objective (RPO):	Within 15 minutes from original point of failure
	Recovery Time Objective (RTO):	Within 72 hours after interruption
	Capacity Assumptions:	Limited capacity until event – Scale up within 24 to 72 hours after declaration
Tier 3	Definition:	"Other" Services – little or no impact to Tier 1/2 restorations and recovered after
	Recovery Point Objective (RPO):	Within 15 minutes from original point of failure
	Recovery Time Objective (RTO):	Within 3 – 7 days after interruption
	Capacity Assumptions:	Limited capacity until event – Scale up within 7 – 14 days after declaration
Tier 4	Definition:	Non-time Sensitive Services – can defer recover beyond 14 days
	Recovery Point Objective (RPO):	Within 15 minutes from original point of failure
	Recovery Time Objective (RTO):	Within 30 days interruption or recover as needed
	Capacity Assumptions:	Limited capacity until primary facility restored

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Number of Essential Functions by Tier

Chart Title

Tier	Clinical	Business	Research
Tier 1	12	2	2
Tier 2	25	35	28
Tier 3	8	22	12
Tier 4	4	12	5

% Functions Rated a Patient Safety Risk During Interruptions

Risk Level	Percentage
5: Life Threatening	18%
4: Critical	45%
3: Moderate	31%
2: Low	6%

Data/Illustrations Examples
Departments (+% response rate), # functions and/or applications by Tier, data illustrating impact ratings


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Basic BIA Report

- Identifies essential functions and identify interruption impacts for each function
- Identifies applications supporting the essential functions and identify functional impacts if application is interrupted
- Identifies functional priorities based on impact ratings
- Identifies recovery tiers and recovery time objectives for each tier

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Module 4 Resources



- 1. Business Continuity Action Plan
- 2. PDF of Module Presentation
- 3. Questionnaire Scores Analytics Demo

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Module 4 Summary



You should now know:

- 1. How to prioritize essential functions
- 2. How to establish recovery time objectives for your IT applications
- 3. What key elements to include in your report

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Developing Business Continuity Strategies and Action Plans

Module 5

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At the end of Module 5 you will know ...



1. How to identify and evaluate recovery strategies
2. A simple process to develop recovery action plans

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Identifying and Evaluating Strategies

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Purpose

Scalability: Develop strategies and tactics that allow for events that will scale from operational interruptions through catastrophic events

Decision Support: Improve access to meaningful information and guidance to allow for effective response and recovery

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The guiding principles that support our mission are the same ones that govern our approach to Emergency Management and Business Continuity.

Principle 1: Healthcare That Is Safe
 During disasters, our communities look to us for the care they need more than ever. Our role is to continue to provide healthcare that is safe at all times, including at times of crisis.

Principle 2: Healthcare That Works
 Through seeking opportunities for strengthening existing operating procedures that yield both daily operational efficiencies and improved response if procedures are to be carried out in a crisis situation, we succeed in carrying out our mission to provide healthcare that works for every patient, every time.

Principle 3: Healthcare That Leaves No One Behind
 Research has shown the disparities that exist regarding the access to care for our most vulnerable populations. This problem is significantly exacerbated during disasters. People who may have response access barriers such as frail elders, children, people with disabilities of any kind, communication barriers due to language and cultural/ethnic needs and any others who may be vulnerable under any particular disaster scenario are part of our all-inclusive approach to emergency management.

"Our role is to continue to provide healthcare that is safe at all times, including at times of crisis."

"Through seeking opportunities for strengthening existing operating procedures that yield both daily operational efficiencies and improved response.."

“ Plan identifies organization's capabilities & establishes how it will continue to operate, when organization cannot be supported by the local community for at least 96 hours, if it elects to remain open & provide services post disaster

~Joint Commission”

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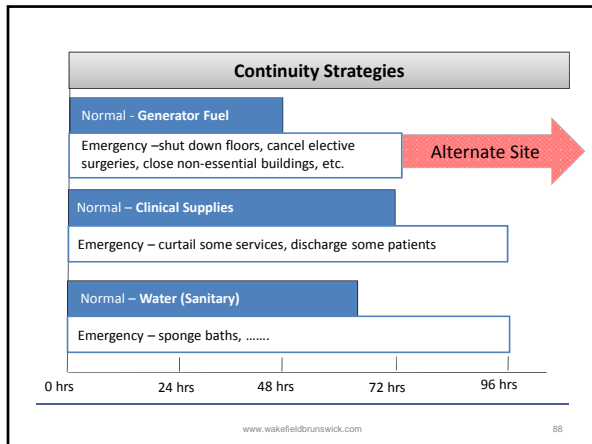
**Continuity of Operations/Business Continuity Planning
 Effective 96 Hour Assessment**

WATER
 FOOD
 SHELTER
 SANITATION
 SAFETY/SECURITY
 TRANSPORTATION
 COMMUNICATION

**CORE
 CRITERIA**

Lesson Learned: All essential elements of emergency response and healthcare continuity are sustained by a system of critical non-medical elements that provide essential infrastructure.

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Evaluate strategies

People	Process	Place
<ul style="list-style-type: none"> Staff Rotation: place focus on after the event Procedures for the rapid recruitment and training Policies for flexible worksite and flexible work hours 	<ul style="list-style-type: none"> Supply Chain: Understand what is on-hand for critical supplies and plan for interruption of deliveries Support Services: Non perishable food that can be prepared in a powerless kitchen 	<ul style="list-style-type: none"> Utilities: Contingencies for continuation or rapid resumption of essential services: e.g. Water that can be treated (Wells, generators for the ability to pump water)

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Evaluate strategies

- ❑ Evaluate strategies for continuity of operations in the event the primary location is unavailable
- ❑ Alternate Location Considerations
 - ✓ Align plans for relocation and continuity of essential clinical services with surge/expansion plans
 - ✓ Include Business, Research and Ambulatory Services
- ❑ Mobile Services Considerations
 - ✓ Tent operations, portable surgical units, kitchens, labs, diagnostic imaging units, pharmacy units, etc.
 - ✓ Supplies, security, water, medical air and technology are essential

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Select and approve strategies

- Solicit cost estimates for selected alternate site, mobile and disaster recovery strategies
- Present recommended strategies and pricing options to governance group or steering committee for approval

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Exercise - 8



Identifying recovery strategies

Using the departments / functions identified in Exercises 6 & 7, identify high-level strategies you would implement to recover essential functions/services and maintain delivery of care/services if:

1. The primary place of operation is completely and/or partially unavailable
2. Critical supplies and equipment were lost/damaged (or the supply chain interrupted)
3. The IT systems were unavailable

Example: Radiology Department

- Agree upon / implement accepted substitute imaging (X-ray vs. MRI)
- Redirect to other "system" location
- Obtain mobile solution

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Developing Recovery Actions

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Follow the project goals and use the data that has been gathered

- Follow goals and objectives established in project initiation and governance phase
- Develop actions for departments and services that have participated in the Data I and Data II interviews
- Use information gathered in the interviews to inform actions and strategies

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Develop recovery actions

- Begin each sentence with a verb
- Document actions for
 - ✓ assessing impact and determining length of interruption
 - ✓ deciding when to initiate department closing and/or relocation actions
 - ✓ communicating with all affected internal and external constituencies
 - ✓ relocating and restarting departmental functions and services
 - ✓ validating recovered functions, services and systems
 - ✓ returning employees to normal workspace and resuming normal operations

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Exercise - 9

Developing recovery actions

Identify recovery actions you would take to manage and implement recovery strategies for department/functions you used in Exercise - 6

- Assume worst-case (i.e. scenario-less and multi-scenario approach)
- Assume both - that there is a need to relocate and that there is no-need to relocate

Example: Radiology Department

- Contact imaging equipment vendors/technicians to initiate assessment and repairs.
- Notify XYZ Radiology Department of need and begin to schedule priority tests.
- Arrange for patient transportation to alternate imaging location (e.g. XYZ Dept).
- Work with Facilities Services to prepare area for inbound mobile equipment.

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Create departmental plan

- ❑ Establish criteria/template for Departmental Plans
 - ✓ Department Status Forms/Summary
 - ✓ Criteria and steps for closing and relocating a department
 - ✓ Downtime procedures/template for an extended IT outage
- ❑ Enter data from the BIA Questionnaire into Departmental BCP Template
- ❑ Establish agreements with vendors and suppliers who will support recovery and resumption activities (e.g., debris removal, vital record recovery, building contractors, technical equipment vendors, recovery site(s) owners/vendors)

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Exercise - 10

Creating departmental plans

1. Refer to the "BCP Demo 2 Template" in your workbook
2. Use or copy information from the department's Questionnaire worksheet into the BCP worksheet
 - Essential Functions
 - Essential Applications
 - Vital equipment and supplies
 - Vital records


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Module 5 Resources

1. Business Continuity Action Plan
2. PDF of Module Presentation
3. BCP Demo 2

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Module 5 Summary

 **You should now know how to:**

1. Identify and evaluate strategies
2. Develop recovery actions

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Integrating Business Continuity with Emergency Planning

Module 6

Minnesota Healthcare System
Business Continuity Planning Workshop

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At the end of Module 6 you will know ...

 How to establish the framework for your integrated program

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Create overarching BCP

- ❑ Document delegation of authority and orders of succession
- ❑ Align initiation and termination procedures associated with business continuity with existing procedures in the EOP and which incorporates the Hospital Incident Command System (HICS)

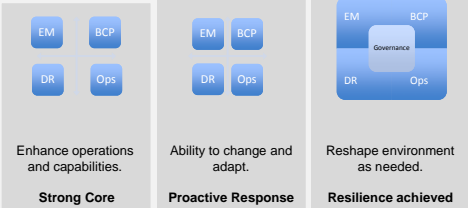
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Integrated Resiliency Model

There is precedent for a **more holistic approach** that goes beyond traditional emergency planning or compliance.

An integrated program helps achieve true organizational resilience.



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Lesson Learned



Ensure strategies and procedures extend to recovery and resumption of normal operations. Begin recovery strategies from onset of event to re-establish capabilities.

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<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Emergency Operations</div> <p>Actively managing an emergency event. Incident command activated. Emergency operations plan activated. Planning for evacuation.</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Business Continuity</div> <p>Planning for continuing operations – focus on ancillary departments, emergency services, and assessing alternate care facility. Planning for pre-staging, procuring, transporting, fuel and set up of supplies.</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;">Disaster Recovery</div> <p>Planning for relocation of desktop computers and servers.</p>
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Photo: Jennifer Hohn


Exercise - 11

Creating a framework

1. Review the **“EOP – BCP Plan Content”** document in your workbook
2. Cross out any elements that you don't think belong in your integrated plan
3. Circle elements that currently exist and you wish to preserve
4. Put an asterisk “*” next to items you want to add
5. Write in any additional elements you want to add

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Module 6 Resources



1. Business Continuity Action Plan
2. PDF of Module Presentation
3. Spanish Peaks Master BCP – Public
4. EOP – BCP Plan Content

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Module 6 Summary



You should now know how to:

Establish a framework for integrating your business continuity plan into the Emergency Management program at your facility

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Testing and Maintaining Business Continuity Plans

Module 7

Minnesota Healthcare System
Business Continuity Planning Workshop

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At the end of Module 7 you will know ...



1. How to test your plan
2. Key elements to successfully manage the maintenance of your plan

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Testing and Exercises

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Testing and exercising


- Conduct department specific exercises (e.g., operating department using downtime procedures, department closure/relocation/resumption of operations)
- Exercise can consist of simple table top review at departmental meeting
- Include scenarios with operational impacts (e.g., supply chain operations, critical infrastructure, technology)
- If plan includes alternate sites, validate functionality from alternate site(s)

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Exercise - 12



Establishing testing objectives

Referring to the list below as examples, develop three other objectives that you may include in your next drill, test or exercise.

- **Test Downtime Procedures:** Departments demonstrate ability to carry out essential functions for 4 hours using downtime procedures for EHR outages
- **Test Telecommuting Strategy:** Conduct a work-from-home day with all departments in administration building
- **Test Department BCP:** Conduct a drill with one department involving relocation and resumption of essential functions as defined in the departmental BCP

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Case Example Summary

- ✓ Lessons learned from the fire incorporated into EOP and BCP
- ✓ Efforts to further integrate ongoing – overarching policy
- ✓ Completed interviews for all departments
- ✓ Completed plan for all departments
- ✓ Documented essential functions, not just departments.
- ✓ Engaged leadership across the hospital and LTC during interviews to discuss opportunities for improvement and ensuring safety.
- ✓ Completed Supply Chain BCP/COOP.
- ✓ Used a planned event to test new plan

Photo: Jennifer Mohr

Monitoring and Evaluating


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Monitoring and Evaluating

- ❑ Track and monitor plan departmental reviews, updates and exercises
- ❑ Maintain list of outstanding “to dos” and issues and monitor progress in resolving them
- ❑ Track and monitor organizational continuity metrics (e.g. # BIAs completed, # plans completed, # exercises conducted)

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Module 7 Resources



- 1. Business Continuity Action Plan
- 2. PDF of Module Presentation

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Module 7 Summary



You should now know:

- 1. The types of exercises that you can use to test/validate your plan
- 2. How to establish objectives for your continuity plan exercises
- 3. How to effectively maintain your plan

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