Putting Concepts into Action

Healthcare Business Continuity Workshop

February 25, 2015
Agenda

8:00-8:30 am  Registration
8:30-8:35 am  Welcome and Introductions
8:35-8:50 am  Exercise 1: Business Impact Analysis Review
8:50-9:30 am  Lecture: Case Examples
9:30-10:00 am Lecture: The Business Continuity Plan
10:00-10:15 am Break
10:15-11:30 am Exercise 2: Using the BCP Tools, Part I
11:30-12:30 pm Lunch (provided)
12:30-1:30 pm  Exercise 3: Using the BCP Tools, Part II
1:30-2:15 pm  Lecture: Recovery
2:15-2:45 pm  Exercise 4: Strategy for Recovery
2:45-3:15 pm  Exercise 5: Recovery and Resumption
3:15-3:30 pm  Closing Remarks and Evaluations
Welcome and Introductions

Mark Ferguson
Roel Amara
Vanessa Gonzalez
Cheryn Watkins
Terry Stone
Kurt Kainsinger
Robert Vance
Carol Snyder
Sabrina Adelaine
Isabel Oropeza
Tamiza Teja
Ryan Burgess
Maricris Baronia
Instructor

Angela Devlen
Managing Partner
Wakefield Brunswick

International healthcare disaster management and business continuity advisor
Workshop Materials

✓ Participant Guide
✓ Evaluation Form
✓ Template
✓ USB
✓ Sample Plans
Putting Concepts into Action

Exercise 1: Business Impact Analysis Review
Exercise 1

✓ List the top 3 successes in conducting your BIA [e.g. department gained a better understanding of the interdependencies needed to maintain mission critical services]

✓ List the top 3 challenges in conducting your BIA [e.g. departments struggled to identify what was most critical]
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Lecture: Case Examples
Case Example 1: Specialty Clinic

Southwest Colorado

Service disruption in 2013

Provided a preliminary 2-page plan based on similar clinics

– Mission Critical Processes
– Mission Critical Applications
– Vital Records, Supplies and Equipment
– 1-Page Recovery Actions

Conducted interview to validate and modify plan

“I wish we had we gone through the business continuity process before [2013], we would have resumed services much more quickly.”
Case Example 2: Health System

- Over 100 hospitals
- 9 in path of Hurricane Sandy
- Lessons learned from recent wildfires, pipe burst impacting mission critical services, and successful mitigation measures underscored value of Business Continuity
Case Example 2: Health System

- eLearning program
- System-Office BCP
- 2 Pilots underway
- Comprehensive action-based plan
- Interdependencies
- Financial considerations
Lecture: The Business Continuity Plan
Plan Elements

Rural/Clinics/LT/TC/New Programs
- Mission Critical Functions
- Mission Critical Applications

Mid-Large Hospitals/Developing Programs
- Mission Critical Personnel
- Vital Records
- Vital Equipment
- Alternate Site Planning
- Recovery Tiers
- Recovery Actions

Large Hospitals/Health Systems/Mature Programs
- Interdependencies
- Integration with Asset & Change Management
- Align with Process Improvement and Strategy
- Detailed data capture on applications, vital records and equipment
## Demo Clinic Plan

### Division Name
Specialty Clinics

### BCP Contact
Work Phone
Emergency/Cell Phone
Email Address

### Functions, Criticality and Recovery Priority

<table>
<thead>
<tr>
<th>Department</th>
<th>Essential Function or Service</th>
<th>Maximum Interruption Tolerance (hrs)</th>
<th>Application(s) Required to Perform Function or Service</th>
<th>Essential number of staff required</th>
<th>Can Work Be Performed At Home?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Specialty Clinics</td>
<td>Patient Appointment Scheduling</td>
<td>24 hrs</td>
<td>EMR-Healthland</td>
<td>2</td>
<td>No</td>
</tr>
<tr>
<td>2 Specialty Clinics</td>
<td>Patient Registration</td>
<td>24 hrs</td>
<td>EMR-Healthland</td>
<td>1 Admit Clerk, 1 Med Assist</td>
<td>No</td>
</tr>
<tr>
<td>3 Specialty Clinics</td>
<td>Patient Consultations</td>
<td>24 hrs</td>
<td>EMR-Healthland, Dictation via Medical Records</td>
<td>1 MD, 1 PA, 1 RN and 1 Med Assist</td>
<td>No</td>
</tr>
<tr>
<td>4 Specialty Clinics</td>
<td>Ordering and Renewing Prescriptions</td>
<td>8 hrs</td>
<td>EMR-Healthland</td>
<td>1 MD or PA</td>
<td>No</td>
</tr>
</tbody>
</table>

### Vital Records

<table>
<thead>
<tr>
<th>Record Name</th>
<th>Record Type (Electronic/Paper)</th>
<th>Backup or Alternate Record</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Patient records</td>
<td>paper and electronic</td>
<td>EMR</td>
<td>Specialty Clinics</td>
</tr>
<tr>
<td>2 Waiver and transfer forms &amp; processes</td>
<td>paper</td>
<td>Emergency USB Drive</td>
<td>Front Desk</td>
</tr>
<tr>
<td>Paper templates for dispensing, tracking and charging</td>
<td>paper</td>
<td>Emergency USB Drive</td>
<td>Front Desk</td>
</tr>
<tr>
<td>4 Prescription pads</td>
<td>paper</td>
<td>Emergency USB Drive</td>
<td>Front Desk</td>
</tr>
<tr>
<td>5 Call tree</td>
<td>paper and electronic</td>
<td>Emergency USB Drive</td>
<td>Front Desk</td>
</tr>
<tr>
<td>6 List of supplies needed to relocate and processes</td>
<td>paper and electronic</td>
<td>Emergency USB Drive, Materials Management</td>
<td>Front Desk</td>
</tr>
</tbody>
</table>

### Vital Equipment and Supplies

<table>
<thead>
<tr>
<th>Equipment/Supplies</th>
<th>Details</th>
<th>Normal/Par Level</th>
<th>Post-Impact</th>
<th>Gap</th>
<th>Relocate to</th>
</tr>
</thead>
<tbody>
<tr>
<td>telephone, light, heat/air conditioning, pharmacy</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Demo Hospital Plan

Business Continuity Plan Template

[Name of Organization]

- Activation
- Mission Critical Services, Processes and Recovery Priority
- Interdependencies
- Equipment and Supplies
- Vendor Call List
- Mission Critical IT Applications and Recovery Priority
- Downtime Procedures
- Vital Records
- Personnel and Loss of Staffing
- Loss of Corporate Services
- Alternate Location
- Closing Down and Relocation of Department
- Recovery
- Forms

[Department Name]
BREAK
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Exercise 2: Using the BCP Tools, Part I
Goal: To document your mission critical processes, mission critical applications, and vital records for your selected department.

Exercise 2: Using the BCP Tools, Part I

Step 1: Confirm Department

Step 2: Select Note Taker

Step 3: Document Mission Critical Processes [Table 1]

Step 4: Document Mission Critical Applications [Table 2]

Step 5: Document Vital Records [Table 3]
LUNCH
Goal: To document your critical equipment for the continuity and/or recovery at an alternate site for your selected department.

Exercise 3: Using the BCP Tools, Part II

Step 1: Select Alternate Site

Step 2: Document Mission Critical Supplies [Table 4]

Step 3: Document Mission Critical Equipment [Table 4]
Lecture: Recovery
## Evaluate Strategies

### People
- ✔ Staff Rotation: Place focus on after the event
- ✔ Procedures for rapid recruitment and training
- ✔ Policies for flexible worksite and flexible work hours

### Process
- ✔ Supply Chain: Understand what is on-hand for critical supplies and plan for interruption of deliveries
- ✔ Support Services: Provisions for non-perishable food that can be prepared in a powerless kitchen

### Place
- ✔ Alternate Locations/Mobile Services: Provisions for continuing services when primary location is unavailable
- ✔ 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)
Evaluate Strategies

Alternate Location

- Align plans for relocation and continuity of essential clinical services with surge/expansion plans
- Include Business, Research and Ambulatory Services
- Identify an alternate location for department/services

Mobile Services

- Tent operations, portable surgical units, kitchens, labs, diagnostic imaging units, pharmacy units, etc.

Supplies and Equipment

- Procedures to maintain or acquire appropriate inventory of critical equipment
- Procedures to maintain adequate supplies of water, non-perishable food items, batteries, medical supplies
Exercise 4: Strategies for Recovery

Goal: To determine strategies and requirements for continuity of operations + alternate locations in the event the primary location is unavailable.

Discuss strategies to achieve your recovery time based on requirements established in Step 1.

Consider strategies for:
- Loss of People
- Interruption or Loss of Process
- Loss of Physical Location

Select or identify 3 strategies as a group.
Boone Memorial Hospital continued to operate without regular water access for more than a week when a chemical spill forced the closure of one of West Virginia’s largest water supplies.
Case Example 3: Hospital

Actions taken by Boone Memorial to remain operational

✓ Checked inventories immediately
✓ Conserved resources
✓ Sterilized instruments and cleaned their bed linens elsewhere
✓ Cafeterias remained open on a limited basis and with the use of disposable plates and utensils
✓ Canceled elective surgeries, and staff members who didn’t work directly with patients were also asked to stay home
EHR Downtime Recovery Actions

- Assess/determine how long service may be interrupted.
- Establish a communication plan with to monitor progress and resolution.
- If available, print patient schedules and chart summaries for the next three days.
- Defers/reschedule any visits than can be delayed, [e.g. defer annual physicals].
- Notify partner health facilities.
- Prepare or access temporary paper charts for use in patient consultations during the system outage.
- Notify patients:
  - Schedule/appointment changes
  - Alternate location for appointments
  - How to renew prescriptions
  - Mobilize staff to enter patient visit information that was gathered when the EHR system was unavailable into the electronic charts once the system is restored. [e.g. scanning the paper charts, attaching scans to charts, destroy paper charts once rekeyed into system]
Lesson Learned

Ensure strategies and procedures extend to recovery and resumption of normal operations. Begin recovery actions from onset of event to re-establish capabilities.
Exercise 5: Recovery and Resumption

Goal: To document the steps for closing down the department and procedures for setting up operations at an alternate location. The procedures should include steps for reopening/recovering operations and returning to normal operations.

How are we going to continue services during an interruption event?

What actions do our departments need to take to continue and recover mission critical processes in response to events adversely impacting their services?

Document recovery actions in Table 5 of your Template.
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Closing Remarks
To view the recording of the webinar + resources go to: http://www.wakefieldbrunswick.com/webinar.php
To view materials from the workshop go to: http://www.wakefieldbrunswick.com/workshop.php
Please Complete your Evaluation

Thank You

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