

# 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 Baronía

# 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]

# Putting Concepts into Action



## Lecture: Case Examples



# Case Example 1: Specialty Clinic

Southwest Colorado

Service disruption in 2013

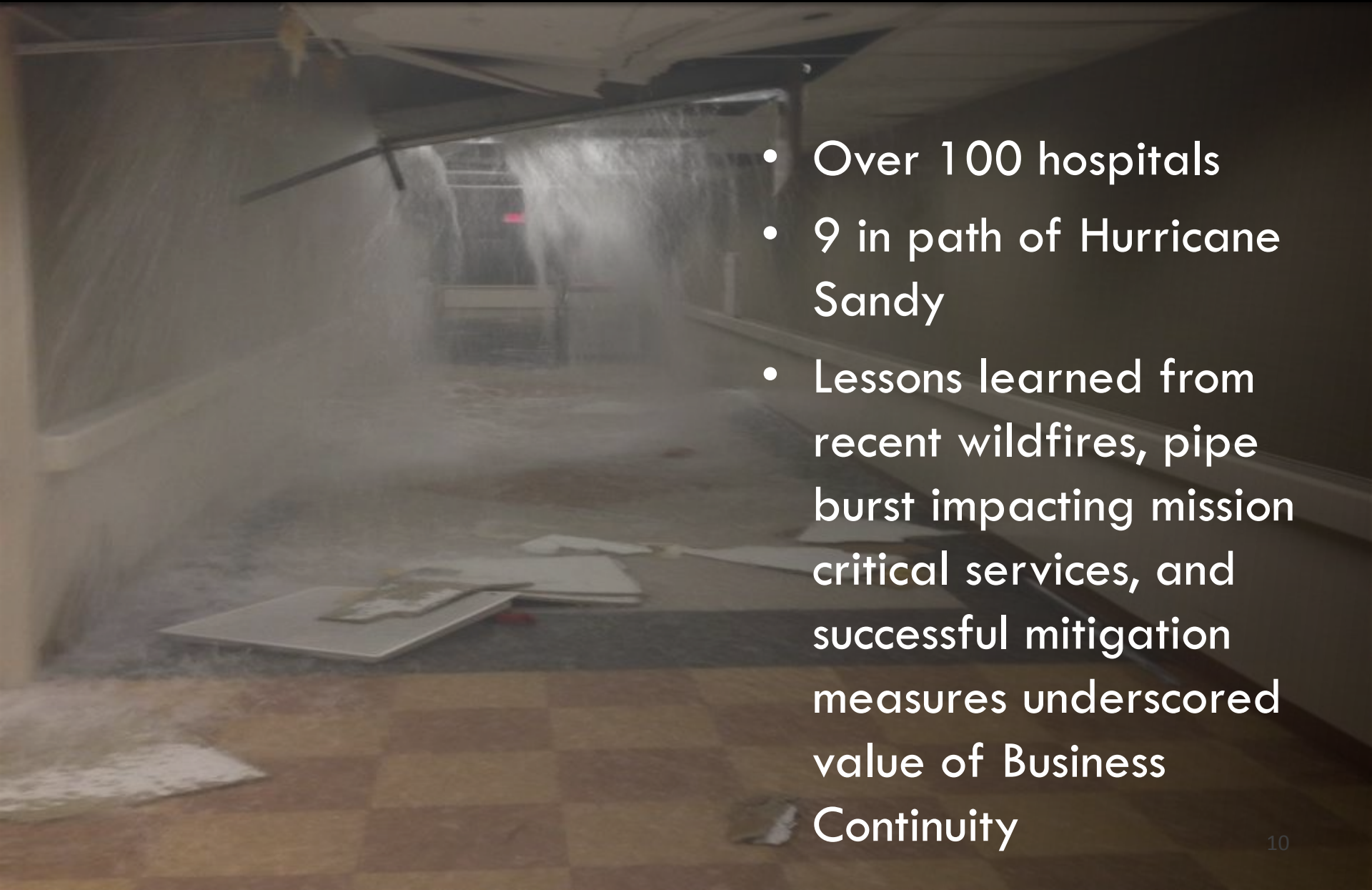
Provided a preliminary 2-page plan based on similar clinics

- 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



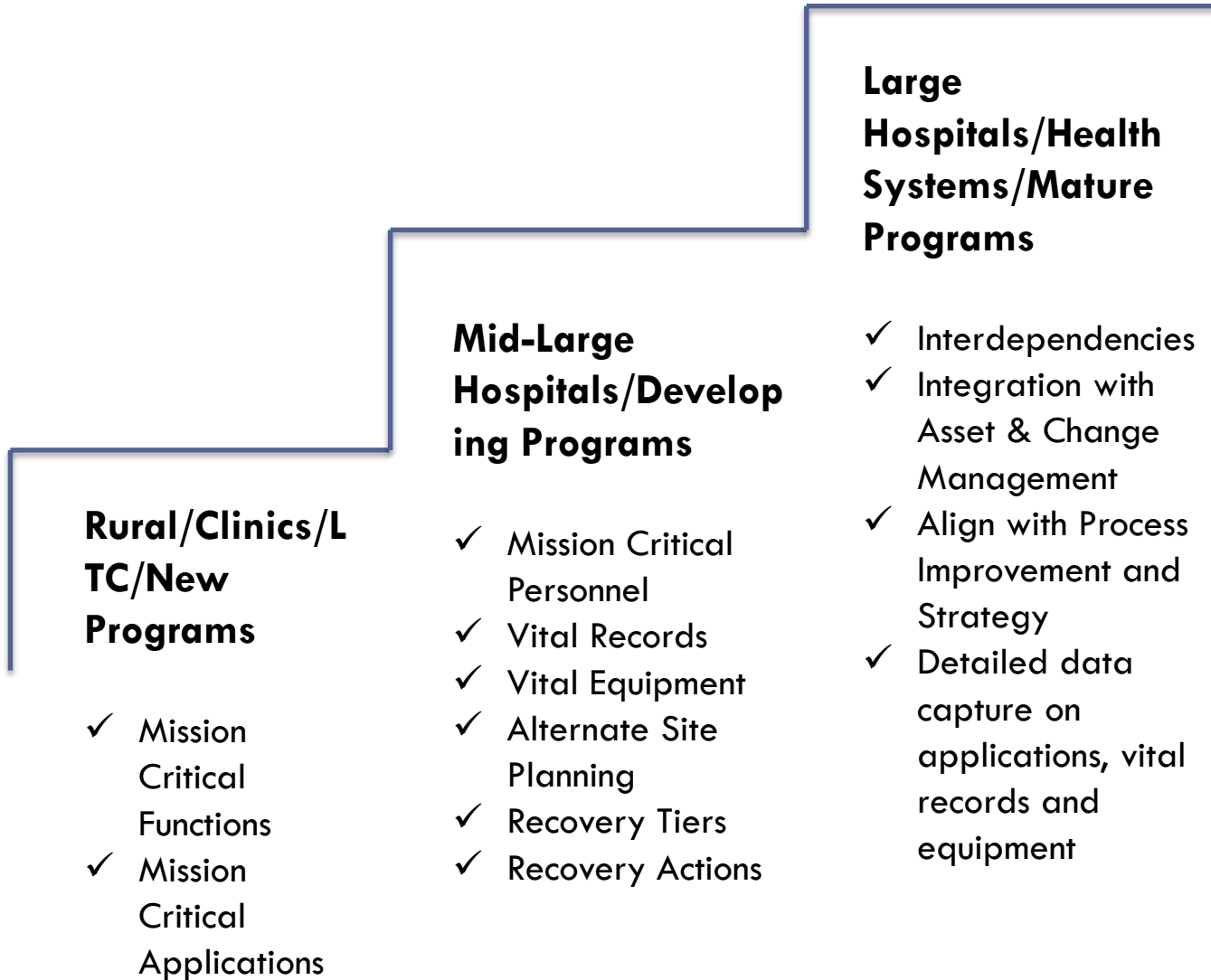
- eLearning program
- System-Office BCP
- 2 Pilots underway
- Comprehensive action-based plan
- Interdependencies
- Financial considerations

# Putting Concepts into Action



## Lecture: The Business Continuity Plan

# Plan Elements



# Demo Clinic Plan

Division Name	Specialty Clinics
Division Vice-President/Director	
Phone Number	
Email Address	

BCP Contact	
Work Phone	
Emergency/Cell Phone	
Email Address	

Functions, Criticality and Recovery Priority							
Department	Essential Function or Service	Maximum Interruption Tolerance (hrs)	Functional	Application(s) Required to Perform Function or Service	Functional	Essential number of staff required	Can Work Be Performed At Home?
1 Specialty Clinics	Patient Appointment Scheduling	24 hrs		EMR-Healthland		2	No
2 Specialty Clinics	Patient Registration	24 hrs		EMR-Healthland		1 Admit Clerk, 1 Med Assist	No
3 Specialty Clinics	Patient Consultations	24 hrs		EMR-Healthland , Dictation via Medical Records		1 MD, 1 PA, 1 RN and 1 Med Assist	No
4 Specialty Clinics	Ordering and Renewing Prescriptions	8 hrs		EMR-Healthland		1 MD or PA	No
5							

Vital Records			
Record Name	Record Type (Electronic/Paper)	Back up or Alternate Record	Location
1 Patient records	paper and electronic	EMR	Specialty Clinics
2 Waiver and transfer forms & processes	paper	Emergency USB Drive	Front Desk
3 Paper templates for dispensing, tracking and charging	paper	Emergency USB Drive	Front Desk
4 Prescription pads	paper	Emergency USB Drive	Front Desk
5 Call tree	paper and electronic	Emergency USB Drive	Front Desk
6 List of supplies needed to relocate and processes	paper and electronic	Emergency USB Drive, Materials Management	Front Desk

Vital Equipment and Supplies					
Equipment/Supplies	Details	Normal/Par Level	Post-Incident	Gap	Relocate to
1 telephone, light, heat/air conditioning, pharmacy items, exam table		N/A			
2 computers, casting material, walking boots, wrist splints		N/A			

# Demo Hospital Plan



- ✓ 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

**BREAK**



# Putting Concepts into Action



## Exercise 2: Using the BCP Tools, Part I

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*Goal: To document your mission critical processes, mission critical applications, and vital records for your selected department.*

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

# 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]

*Goal: To document your critical equipment for the continuity and/or recovery at an alternate site for your selected department.*

# Putting Concepts into Action



## 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.

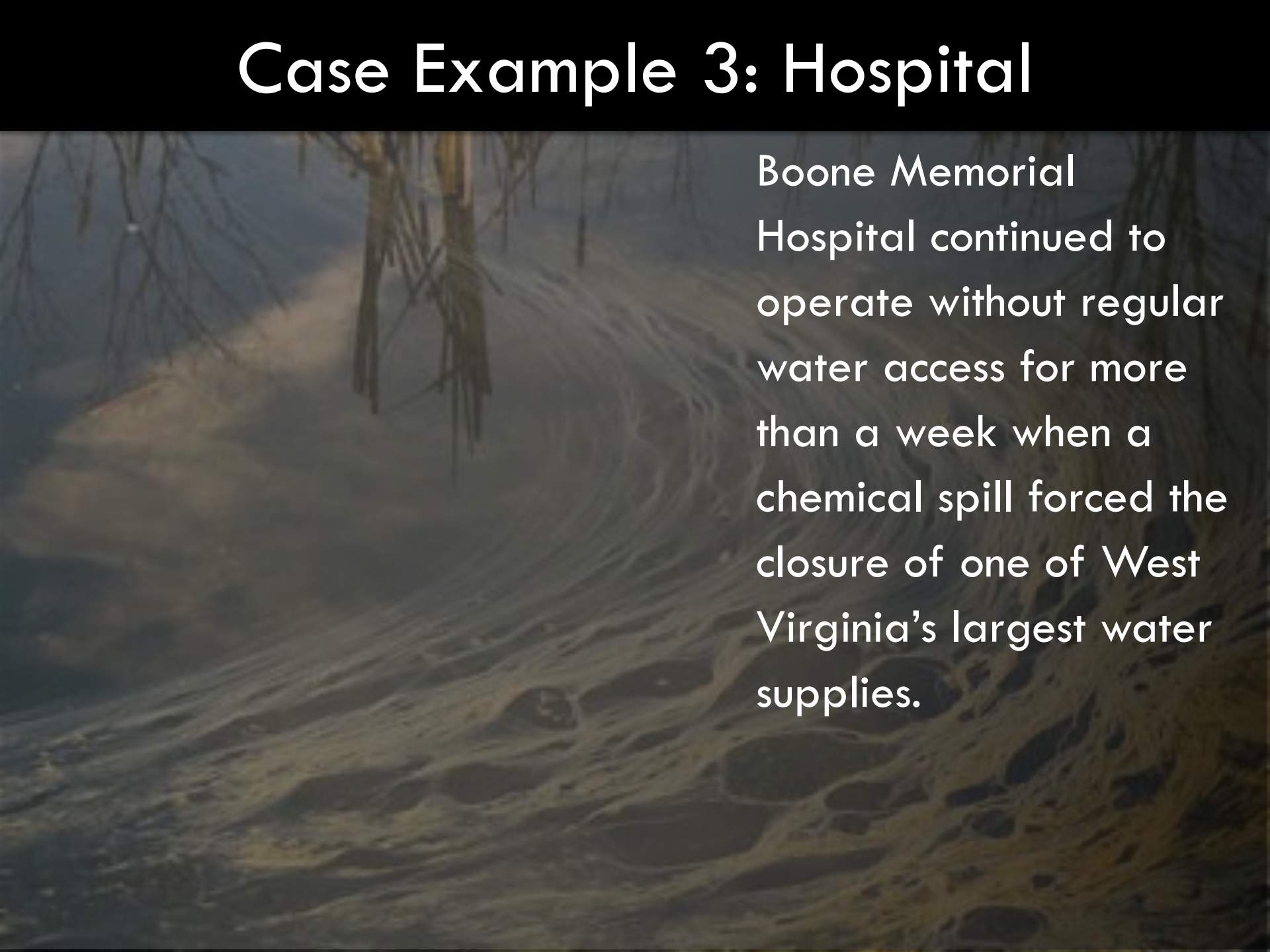
Consider strategies for:

- Loss of People
- Interruption or Loss of Process
- Loss of Physical Location

Select or identify 3 strategies as a group.



# Case Example 3: Hospital



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

# Case Example 4: Clinic

## 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.
- ☐ Defer/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.



# Putting Concepts into Action



## Closing Remarks



## 5 Key Elements of Integrating Continuity with Strategy and Operations

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MoviePlayer .mov



## LA County Exec PPT

PDF Document

## Governance Action Plan

Follow the five steps below to establish the governance structure for your business continuity program.

For any business continuity program to be effective, a governance structure must be established. This structure will define the roles and responsibilities of the organization's leadership and ensure that the program is aligned with the organization's mission and vision.

Below are five steps to establish the governance structure for your business continuity program.

1. Establish the strategic purpose of your organization's business continuity program.
2. Define the organization's business continuity goals and objectives.
3. Establish the organization's business continuity structure.
4. Establish the organization's business continuity policies and procedures.
5. Establish the organization's business continuity reporting and communication structure.

## Governance Action Plan

Word Document

## GOVERNANCE

The steering committee is responsible for the overall direction and oversight of the business continuity program. It is responsible for ensuring that the program is aligned with the organization's mission and vision and for ensuring that the program is effective in achieving its goals and objectives.

Steering Committee

## Governance - Committees

PDF Document

## 1 Establish a Governance Structure



### Dear valued member,

The Office of the Assistant Secretary for Preparedness and Response (ASPR) is pleased to announce the release of the *Healthcare Emergency Management & Business Continuity Framework*. This framework provides a comprehensive overview of the healthcare industry's response to a disaster or emergency.

To provide for your background, I am enclosing a *Health Report* that is relevant to the healthcare industry.

On recent dates, you will receive an email that provides further information about implementing a business continuity program for your organization. Please share these materials with your leadership team to ensure your organization benefits from ongoing education and training.

You can be reached at \_\_\_\_\_ with any requests or questions you may have about this action.

Best regards,

ASPR

## Business Continuity for Healthcare Organizations

### S

Steering Committee

### B

Business Continuity

### A

Assessment

Healthcare organizations are responsible for ensuring the continuity of their operations in the event of a disaster or emergency. This requires a comprehensive business continuity plan that addresses the organization's mission and vision and ensures that the organization is prepared to respond to a disaster or emergency.

The *Healthcare Emergency Management & Business Continuity Framework* provides a comprehensive overview of the healthcare industry's response to a disaster or emergency. This framework is designed to help healthcare organizations develop and implement a business continuity plan that is aligned with their mission and vision.

The framework includes a number of key components, including a steering committee, a business continuity plan, and an assessment of the organization's readiness to respond to a disaster or emergency.

The steering committee is responsible for the overall direction and oversight of the business continuity program. It is responsible for ensuring that the program is aligned with the organization's mission and vision and for ensuring that the program is effective in achieving its goals and objectives.

The business continuity plan is a document that outlines the organization's response to a disaster or emergency. It includes the organization's mission and vision, as well as the organization's emergency management and business continuity plans.

The assessment is a process that evaluates the organization's readiness to respond to a disaster or emergency. It includes a number of key components, including a risk assessment, a business impact analysis, and a disaster recovery plan.

Healthcare Emergency Management & Business Continuity Framework

## Engaging Leadership & Physicians in EM/BOP

Effective leadership is essential for the success of any business continuity program. This requires a comprehensive business continuity plan that addresses the organization's mission and vision and ensures that the organization is prepared to respond to a disaster or emergency.

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Healthcare Emergency Management & Business Continuity Framework

To view the recording of the webinar + resources go to: <http://www.wakefieldbrunswick.com/webinar.php>



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**Please Complete your Evaluation**

**Thank You**

Angela Devlen

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