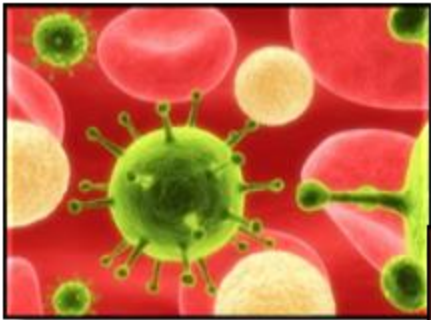




# Montana Primary Care Association

## PART 3: Plan and Write your Organization's Business Continuity Plan



Presented by:

**Karen Garrison, Vice President of Operations  
and Rebekah Kines, Planning Specialist**



# Bio: Karen Garrison, Vice President of Operations

- Karen Garrison has directed a many programs and services that support seniors and disabled adults in community based and clinical settings in the San Francisco Bay Area. Programs include, skilled nursing, residential dementia care, adult day health centers, supportive senior housing, clinical case management services, and national service programs.
- She joined Connect Consulting 4 years ago and specializes in CMS EP compliance by developing comprehensive emergency management programs, CMS provider emergency and business continuity plans and facilitating training to ensure contract and regulatory compliance and build EP infrastructure.
- She leads our team of emergency management Planners, trainers and exercise professionals and manages most of the emergency management and business continuity projects.



# Bio: Rebekah Kines, Planning Specialist

Rebekah Kines has over 10 years of Emergency Management and served as the Emergency Management Coordinator for the City of Arlington, TX as well as Homeland Security Planner with the Permian Basin Regional Planning Commission servicing 27 West Texas counties.

Rebekah's work focused has included planning for mass gathering events, pandemic planning and continuity of operations planning. In addition, she has worked closely with multiple agencies planning for events such as Super Bowl XLV, NBA All Star events as well as working activations for flooding, hurricanes and other weather-related events. Rebekah has a Bachelor of Science in Criminal Justice from Sul Ross State University in Alpine, TX.



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# Introductions

- Name
- Role at your Health Center
- What is your favorite sport to watch or play?



# Training Objectives

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1. All about Business Continuity Plans
2. Some Business Continuity Planning Terms
3. Begin the Business Continuity Planning Process
4. Time to Write your Business Continuity Plan





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# 1. All about Business Continuity Plans



# Business Continuity Planning Series

DATE	PART	WEBINAR TITTLE	COMPLETED
July 11th	1	HOW TO DESIGN AND CONDUCT A RISK ASSESSMENT / HAZARD VULNERABILITY ANALYSIS (HVA)	✓
August 11th	2	HOW TO PLAN AND CONDUCT BUSINESS IMPACT ANALYSIS (BIA) WORKSHOPS	✓
TODAY	3	HOW TO PLAN, COLLABORATE AND WRITE BUSINESS CONTINUITY PLAN	60 MINUTES





# Why is it important for organizations to have a Business Continuity Plan?

## **Business continuity planning allows organizations to:**

- Allows organizations to continue to provide mission essential functions and services post disaster
- Builds patient, staff and community confidence
- Identifies your supply chains and back up plans
- Mitigate financial and cybersecurity risks
- Identifies internal staff to carry out the recovery activates



# Why is it important for organizations to have a Business Continuity Plan?

## **Business continuity planning allows organizations to:**

- Allows organizations to continue to provide mission essential functions and services post disaster
- To build patient, staff and community confidence
- To Identify your supply chains and back up plans
- To Mitigate financial and cybersecurity risks
- To identify internal staff to carry out the recovery activates



# WHAT IS BUSINESS CONTINUITY PLANNING?

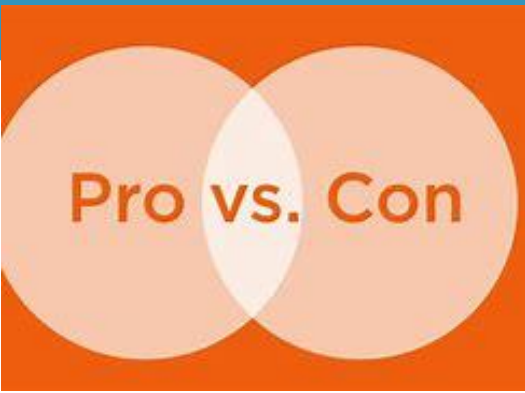
Process that outlines the potential impacts and identifies the steps organizations will take post disaster

A BC Plan outlines how your organization will maintain operations post disaster

Prioritizes an organization's mission essential functions by most important to least

Creates a proactive plan for recovery activities post disaster





# In House Team to complete their Business Continuity Plan

<u>Pro</u>	<u>Con</u>
Increased staff engagement in the BCP process	Staff may feel overwhelmed with the planning process
Allows internal BCP team to research publicly available BCP templates and tools	Regulatory or best practices may be missed
More control over the entire planning process as all activities are internally driven	Timeframe to complete all BCP planning elements and final BCP may take an extended time to complete





Pro vs. Con

# BCP Consulting Firm to complete their Business Continuity Plan

<u>Pro</u>	<u>Con</u>
Consultants will lead the entire BCP process saving staff and board time and energy	Consultants need time to review existing documents and understand organizational structure
Consultants have a deep understanding of BCP regulatory requirements and industry best practices	There might be internal staff resistance to outside consultants and this project
Enhanced timeframe to complete the BCP planning elements and final BCP to complete	There will be a cost for professional BCP planning services





**Please use the Chat Function or Unmute Yourself to comment on this question:**

**Has anyone ever participated in the development of a Business Continuity Plan your organization?**

**If so, have you had to activate your BCP Plan during a disaster?**

- Yes
- No



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## 2. Some Business Continuity Planning Terms



# Business Continuity Planning Key Terms

**Business Continuity Planning:** tools, processes and procedures to identify core Mission Essential Functions and their elements so that an organization can resume back to normal operations following an emergency

**Business Continuity Plan:** Comprehensive plan to help organization to prepare and prioritize post disaster recovery activities, develop mitigation strategies and identify staff to implement the BC Plan

**Business Continuity Planning Internal Team:** Internal organizational team that leads and participates in the BCP process to develop an organization's Business Continuity Plan

**STEP 1 of developing a BCP: Hazard Vulnerability Analysis (HVA)/Risk Assessment:** A systematic approach to identify all hazards that may affect an organization and/or its community, assessing the risk (probability of hazard occurrence and the consequence for the organization) associated with each hazard and analyzing the findings to create a prioritized comparison of hazard vulnerabilities. The consequence, or "vulnerability," is related to both the impact on organizational function and allows organizations to develop mitigation strategies based on identified hazards from the HVA.



# Business Continuity Planning Key Terms

**Mitigation Strategies:** mitigation strategies are made up of three main required components: mitigation goals, mitigation actions, and an action plan for implementation. These provide the framework to identify, prioritize and implement actions to reduce risk to hazards.

## **STEP 2 of developing a BCP: Business Impact Analysis (BIA) Workshops:**

- 90 to 120 minute facilitated BIA Workshops with key departments (i.e., clinical, administration, finance, etc.,) to gather data regarding recovery activities post disaster
- The Information that is identified through a Business Impact Analysis Session include, Mission Essential Functions (MEFs), Dependencies, Recovery Time Objectives and Impact Scores.

## **STEP 3 of developing a BCP:**

**Internal Writing Team:** Designated staff that are tasked with developing the outline and narrative of an organization's BC Plan. This is a subset of the internal BCP TEAM

**Internal Workplan and Timeline:** Workplans delineate all BCP Project tasks and subtasks, staff assignments and timelines. The workplan should be developed at the beginning of the BCP Project and used to guide all activities.



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## 3. Begin the Business Continuity Planning Process



# The Three Elements to Developing a Business Continuity Plan

1. **Conducting a Hazard Vulnerability Analysis / Risk Assessment**
  - allows an organization to understand their potential hazards
  - informs both the Emergency Operations and Business Continuity Plans
  - is a CMS and Joint Commission Requirement
2. **Conducting Business Impact Analysis (BIA) Workshops**
  - allows an organization to identify their core services and functions
  - identifies internal staff that Subject Matter Experts for their departments
3. **Writing the Business Continuity Plan**
  - Build the BCP team, gather the data, and write your BC Plan



# Create a Business Continuity Team to develop your organizations Business Continuity Plan

- Your BCP Team is often your internal Safety Committee
- By developing your BC Plan, it is an opportunity to expand your internal team across your organization
- BCP Team Members are responsible for all aspects of developing the BC Planning process
- Gather team members from multiple disciplines (i.e., clinical, operations, facilities, administration)
- Meet regularly to plan elements of the BIA workshops



# Your BCP Implementation Team should:



This internal team are responsible for populating the plan, coordinating BIA Workshops with departments and will implement all aspects of the new business continuity plan



There is often crossover between the BCP Implementation Team, Senior Leadership and Incident Command Team



Members of the BCP team need the authority to act and authorize BCP resources and actions



# Create a Workplan/Timeline to develop your BCP Project

Start the BCP planning project by developing a workplan with:

- Tasks and Sub Tasks
- Assignments by Tasks (both internal staff and consultants)
- Set doable timelines for getting tasks completed
- Workplans can be created in multiple ways: Excel spreadsheets, WORD, Smartsheet's
- Be flexible as plans sometimes need to change
- Update the workplan as needed as it is a dynamic document

Annual Work Plan

Year	Year	Year	Meeting dates	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Task	Example										
Strategic Review	Strategy plan										
	Charter review										
	Consultation										
Regular Review	Policy										
	Financial performance										
	Compliance										
	Budget										
	Board process										
Emergent Review	Network										
	Incidents										
	Inc. response										
	New and existing										

**Effective Meetings**  
What, for you, are some changes that you would like to see in your board process as a result of attending this professional development?  
-  
-

Appendix



# Timeframe to complete a Business Continuity Plan

## 3-4 months

**Initial planning process:** develop workplan and timeline, research BCP templates and tools, plan, develop plan trainings regarding project and BIA sessions

## 3 -4 Months

**BIA Workgroups:** Identify participating departments and staff, schedule BIA sessions develop and conduct Business Impact Analysis workgroups, validate BIA session data

## 2-4 Months

**Writing the business continuity plan:** develop the BC template, writing BC drafts, get staff impute for the BC Plan, approve the draft by the board

**Projected Timeframe: 7-12 Months**





# **STEP 1: Conduct a Risk Assessment- Hazard Vulnerability Assessment**

## **Risk assessment to identify and minimize key risks/threats**

- Identifies weaknesses and/or points of failure
- Develops mitigation/corrective(s) measure to address
- Selects, implements, and documents mitigation/corrective measure(s)
- Ensures facility personnel awareness of risks
- **FQHC's are required by CMS and Joint Commission Requirements to conduct a HVA annually**



# Purpose of a Hazard Vulnerability Analysis (HVA)

- The purpose of conducting an HVA is to enable your organization to make risk-based choices.
- With the tools output, your organization can:
  - Address identified vulnerabilities;
  - Develop response plans for identified hazards;
  - Mitigate Hazards;
  - Create robust Emergency Operations Plans, and Business Continuity Plans to address greatest risks.



# Hazard Vulnerability Analysis (HVA) - Risk Assessment

- Emergency Operations Plans and Business Continuity Plans must assess facility and community-based risks.
- These plans should utilize an all-hazards approach and updated on annually for each site.
- The Kaiser Permanente Hazard Vulnerability Analysis (HVA) tool uses a mathematical formula to assess hazards and the probability that it will likely occur.



Note: The Joint Commission (TJC) and CMS require all Federally Qualified Healthcare Centers (HQHC) **must** identify risks and vulnerabilities via a Hazard Vulnerability Analysis process annually.



## **STEP 2:** Business Impact Analysis (BIA) Workshops

### **BIA Workshops are facilitated, standardized interviews to:**

- determine the mission essential services and resource requirements for an organization to ensure operational resilience and continuity of operations during and after an emergency
- identifies potential service delivery disruptions, mission essential functions and their dependencies, recovery times and impacts scores
- data collected from BIA's are used to develop mitigation strategies, solutions and plans
- **BIAs are the most labor intensive and significant part of developing a Business Continuity Plan**



Once BIA Sessions are done, data will be organized into a Data Rollup

- The Data Rollup is one of the most significant part of Business Continuity Plan
- BIA Workshop data creates the Data Rollup
- **Mission Essential Functions, Dependencies, Recovery Times and Impact scores** are ranked in order of importance to create a periodized list of mission essential functions

# Data Rollup

- Prioritizes all identified essential business functions
- Creates a “task list” of the most pressing functions post disaster
- Data is departmental information gathered from the BIA workshops
- Takes time and methodical skills to create the data rollup

Department	Essential Function	Staff Dependencies	Stuff Dependencies	Systems Dependencies	Space Dependencies	Business Impact Score
Tier 1: 0 hours (immediately)						
IT	Ensure desk phones are operational	<ul style="list-style-type: none"> <li>· Craig</li> <li>· Ralph</li> <li>· All staff (enter hours)</li> <li>· Operations team</li> <li>· Facilities team</li> <li>· Comcast (desk phones)</li> <li>· T-Mobile and ATT (cell phones)</li> <li>· Team Logic (vendor)</li> </ul>	<ul style="list-style-type: none"> <li>· Cell phone</li> <li>· Laptop</li> <li>· Power</li> <li>· IT policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>· Wifi/internet</li> <li>· Microsoft 365</li> <li>· Teleconferencing capabilities (Zoom, Teams)</li> <li>· AlertMedia</li> <li>· Team Logic</li> </ul>	<ul style="list-style-type: none"> <li>· Remote if power is running</li> </ul>	3
Tier 2: 0 - 2 hours						
CEO	Crisis communications/internal communications and coordination with staff, Board of Directors, etc.	<ul style="list-style-type: none"> <li>· Senior Leadership Team</li> <li>· VP of Programs</li> <li>· VP of Operations</li> <li>· VP of Human Resources</li> <li>· IT</li> <li>· Board Leadership (Board Chair, Executive Committee)</li> </ul>	<ul style="list-style-type: none"> <li>· Cell phones</li> <li>· Sat phones</li> <li>· Laptops</li> </ul>	<ul style="list-style-type: none"> <li>· AlertMedia</li> <li>· Teleconferencing capabilities (Zoom, Teams)</li> <li>· Wifi/internet</li> <li>· Microsoft 365</li> </ul>	<ul style="list-style-type: none"> <li>· Remote</li> </ul>	3
Finance	Accounts payable (payroll, vendors, etc.)	<ul style="list-style-type: none"> <li>· CFO</li> <li>· Financial Controller</li> <li>· Staff accountant</li> </ul>	<ul style="list-style-type: none"> <li>· Cell phone</li> <li>· Laptop</li> </ul>	<ul style="list-style-type: none"> <li>· Wifi/internet</li> <li>· Cell service</li> <li>· PayCom</li> </ul>	<ul style="list-style-type: none"> <li>· Remote (with cell phone signal or internet)</li> </ul>	3
Finance	File/initiate insurance claim	<ul style="list-style-type: none"> <li>· CFO</li> <li>· Financial Controller</li> </ul>	<ul style="list-style-type: none"> <li>· Cell phone</li> <li>· Laptop</li> </ul>	<ul style="list-style-type: none"> <li>· Wifi/internet</li> <li>· Cell service</li> </ul>	<ul style="list-style-type: none"> <li>· Remote (with cell phone signal or internet)</li> </ul>	3



## Data Rollup including: MEFs, Dependencies, RTOs and Impact Scores

Mission Essential Functions	Dependencies	Department Responsible	Recovery Time Objectives	Impact Score
Utilities	Electricity	Facilities	0 - 2 hours	15
EMR, orders, lab results	Computers	IT	2 - 12 hours	12
Desk Phones	Communication Devices	Telecommunications	12 - 24 hours	11







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## **Step 4. Time to Write Your Business Continuity Plan**



# Make your plan to write your plan

- Determine the skills and capacity of staff needed to write your organization's BC Plan?
- Determine who will be the lead and secondary authors of the Business Continuity Plan?
- Even if organization has consultants to write your BCP, there is still staff impute needed.
- Use a workplan with a timelines to stay on track throughout this project.
- Develop an outline of the different sections in your BCP that may include:
  - Identifying the BCP internal implementation Team members
  - Mitigation Strategies
  - Communications Plan
  - Data Rollup
  - Relevant policies and procedures



# What is in a Business Continuity Plan

- Executive Summary: overview of the BC Plan, administrative orders, delegations of authority
- Introduction to the Business Continuity : purpose and scope of the BC Plan
- Program Guidance: plan maintenance, training and exercise documentation
- Communications Plan and Systems: an organization's communication information such as primary and redundant devices and important contact information
- Continuity of Operations: activation, relocation and designated BC Strike Teams
- Data Rollup: Detailed list of prioritized tasks determined by BIA sessions



# Determine your editing and approval process in advance

## Define ground rules in advance for editing and approval of your BCP Plan and documents

- Who will edit and what are their skills
- Editing for content and grammar (often these are two different people)
- Who needs to approve drafts of the BC Plan (i.e., Senior Leadership, Board of Directors)
- Set a timeframe for editing and approval
- Send out sections that need departmental information to their respective staff for input
- Create a workplan with a timeline to work on develop drafts, editing and final approval and stick to it



# Start with an Outline of your Business Continuity Plan

- Always start with an outline of the BC Plan
- Often the outlines becomes your Table of Contents
- Share with other staff to see if you missed any components
- Once your outline is completed:
  - ✓ Fill in each section with text, graphs and references
  - ✓ Use TEAMS or other file sharing platforms if you are writing and editing as a team
  - ✓ Use footnotes and references
  - ✓ Do not use hyperlinks in the footnotes as they can be broken

**Sample Honours Thesis Table of Contents**

Please note: this is only an **example**. Each School has its own specifications, some of which are stricter than others. Furthermore, each thesis is different and will have different emphases on particular sections. CHECK with your supervisor for advice on length of sections and of the thesis as a whole.

Sample: from *the School of BABS, UNSW*

TABLE OF CONTENTS

ABSTRACT.....	I
TABLE OF CONTENTS.....	II
ACKNOWLEDGEMENTS.....	V
LIST OF TABLES.....	VI
LIST OF FIGURES.....	VII
LIST OF ABBREVIATIONS.....	VIII
<b>1 INTRODUCTION.....</b>	<b>1</b>
1.1 HEPATITIS C VIRUS.....	1
1.1.1 DISCOVERY.....	1
1.1.2 EPIDEMIOLOGY.....	2
1.1.3 PATHOGENESIS.....	2
1.1.4 TREATMENT.....	3
1.2 MOLECULAR BIOLOGY.....	3
1.2.1 STRUCTURE OF GENOME.....	3
1.2.2 GENETIC VARIATION.....	6
1.2.3 GENOTYPIC DIFFERENCES.....	8
1.3 RNA DEPENDENT RNA POLYMERASE ACTIVITY.....	9
1.3.1 POLYMERASE FUNCTION.....	9
1.3.2 MODEL SYSTEMS OF HCV REPLICATION.....	11
1.3.3 GENOTYPE SPECIFIC STUDIES.....	11
1.3.4 BIOCHEMICAL PROPERTIES.....	12
1.4 KUNJIN VIRUS RNA DEPENDENT RNA POLYMERASE.....	13



# Time to write your organization's Business Continuity Plan



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## Use

Use data from the BIA Sessions, existing emergency operations plans, emergency preparedness documents, current Hazard Vulnerability Analysis to help populate portions of your BC Plan

---

## Develop

Develop an outline of the various sections of your BCP Plan and build out information, narrative texts, checklist form there

---

## Reach out

Reach out to key departments to gather information to populate the plan (i.e., contact information, mitigation strategies from most recent HVA)

---

## Stay

Stay to your timeline for drafts and board approvals

---

## Enlist

Enlist designated editors for content and grammar

---



# Business Continuity Plan Details



- Once completed, get your Board of Directors to approve the plan
- Set an annual revision date for your BCP (Based on the date you execute your BC Plan)
- Update the BCP on a regularly scheduled interval so all information is kept current
- Train staff what is in the plan to make it easier to implement and use
- Once staff is trained, conduct a tabletop exercise to test your plan





# Any Questions...





Thank you for taking the time to join us today and for what you do for your communities!



# About Connect Consulting Services

- Woman-Owned Small Business established in 2009, headquartered in Sacramento, CA
- Serves Public, Private and Tribal clients throughout the continental U.S. and Alaska
- Woman-Owned Small Business of the Year (2018) by the Sacramento SBA
- Specialized services:
  - ✓ Business Continuity Planning
  - ✓ Emergency Operation Management Planning
  - ✓ Pandemic Response and Recovery Planning
  - ✓ Alternate Care Site and Evacuation Planning
  - ✓ Incident Command System Support
  - ✓ Training Development and Delivery
  - ✓ Active Shooter and Workplace Violence
  - ✓ Drills and Exercises (HSEEP Compliant)
  - ✓ Compliance Audit and Improvement Planning



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