Capability 2: Healthcare System Recovery

Goal:
California Operational Area Healthcare Coalitions will build resiliency in the public health and medical system within the jurisdiction by engaging in continuity planning.
Healthcare Coalitions and Business Continuity Planning

- Begin continuity planning in individual healthcare organizations

- Each healthcare organization should identify gaps in their ability to continue operations (essential functions) and identify resource needs

- Healthcare coalition should identify ways to mitigate gaps/provide resources to assist all members of the coalition
Healthcare System Recovery: Baseline Deliverables

- Documented participation in statewide training webinar on continuity planning templates created by the California Provider Associations
- Documentation of dissemination of the continuity planning templates to Healthcare Coalition members
- Documentation that these continuity plan templates are reviewed with members during a Healthcare Coalition meeting and healthcare providers are encouraged to identify facility specific continuity planning teams and to discuss key business functions
Continuity Planning

- Involves every area of the facility and requires support from Executive Management
- Back in 2000 focus was on IT continuity – Y2K as everyone feared that IT systems would fail
- Many mistake continuity planning for emergency response – although these plans intersect they are very different
What is Business Continuity Planning?

• Focuses on continuing business operations including:
  – Information Technology
  – Physical Plant/Structure
  – Clinical and Business Operations

• Goal is to identify essential functions for business continuity – keep list down to truly critical activities

• Identify risks in continuing essential functions and develop strategies for continuing each function

• Develop disaster recovery plans for essential IT/system functions indicating the timeline in which recovery is needed, including: IT, infrastructure and telecommunications
Next Steps

• CMS Rule (currently in draft)

• Deliverables for 2014-15
  – Assess current status of Healthcare Coalition Member Continuity Plans (essential facilities)
  – Facilitate coalition member discussions on continuity planning and encourage planning teams within healthcare organizations to discuss critical/essential functions
Continuity Webinar
Healthcare System Recovery

Roel Amara, RN, BSN
Chief, Disaster Medical Services
Los Angeles County Emergency Medical Services Agency
County Perspective

- Explain the HPP requirement for awardees

- Describe the challenges and successes of healthcare recovery planning in LA County
HPP Requirement

• Healthcare Preparedness Capabilities:
  Capability 2 - Healthcare System Recovery
  – Collaborative effort to develop efficient processes and advocate for rebuilding of public health, medical, and mental/behavioral health systems.
  – Function 1 – Develop recovery processes for the healthcare delivery system
  – Function 2 – Assist healthcare organizations to implement COOP

• Performance Measure: Continuity of Healthcare Operations
  – The HCC has prioritized and integrated healthcare recovery needs in its Emergency Operations Plan
Challenges

- Grant guidance is unclear
- Lack of best practices
- Lack of clear reimbursement guidelines
- Goes beyond the scope of emergency management
LA County Approach

“The whole is equal to the sum of its parts”

\[
\frac{1}{2} + \frac{1}{2} = 1. 
\]
LA County Approach

Sector-specific planning
- Hospitals
- Community Clinics
- Long-Term Care
- Dialysis Centers
- Ambulatory Surgery Center
- Home Health & Hospice
- EMS Providers
- Public Health*
LA County Approach

- Identify leaders in your county
- Convene workgroup to develop a strategic plan
  - Conduct needs assessment/gap analysis
  - Conduct training (workshops/webinar, etc)
  - Establish realistic timeline
  - Work with trade organizations to engage facility leadership
Continuity Planning Activities

- Introductory Workshop
- Executive Webinar – leadership engagement
- Business Impact Analysis Workshop
- Follow-up Webinar – tools/templates
- BCP Workshop – plan review/revision
Continuity Planning for Hospitals

Cheri Hummel
VP, Disaster Preparedness
California Hospital Association
Healthcare Continuity Planning
Hospital Perspective

• What is the requirement?
• What are the challenges?
• What are the solutions?
• What has been accomplished?
• The way forward
What are we after?

- COOP
- Business Continuity
- Healthcare Continuity
What is HPP Prescribing?

- Maintain continuity of the healthcare delivery system by coordinating recovery across functional healthcare organizations and encouraging **business continuity planning**. **COOP** guides how key resources from governmental, non-governmental, and private sector agencies can be used to support the sustainment and reestablishment of essential services for healthcare organizations. (*Jan 2012 HPCs, Cap 2, Function 2*)

- Encourage healthcare organizations to identify the components of a fully functional COOP and develop corresponding plans for implementation (*Cap 2, Function 2, Task 2*)
Hospital Challenges

- Healthcare continuity does not equal (=) emergency management
- Typical hospital emergency manager has limited ability to drive continuity planning
- Current healthcare system environment
- No substantial mandates
- Limited resources specific to hospitals
Solutions

- Provide consistent approach
- Utilize resources tools specific to hospitals and other healthcare providers
- Have a clearly defined deliverable
- Educate hospital leadership
- Leverage the overlap of emergency management and continuity planning
- Address continuity in bite-size pieces—work in progress
What Has Been Accomplished?

• Healthcare systems/Investor-owned entities *further ahead*

• 2012 Disaster Planning Conference *pre-conference workshop/resources*

• LA County planning activity
CHA Resources

- CHA Continuity Program Checklist
- Business Continuity Planning Toolkit (based on Sutter template)
- Good Samaritan Continuity Plan template
- Additional resources including Business Impact Analysis tool
- [www.calhospitalprepare.org/continuity-planning](http://www.calhospitalprepare.org/continuity-planning)
Hospital Continuity Resources
www.calhospitalprepare.org/continuity-planning

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**EMERGENCY PREPAREDNESS**

**Continuity 101**
Angela DeVlin, Wakefield Brunswick, Inc.

This presentation was delivered as part of the pre-conference workshop at the 2012 Disaster Planning for California Hospitals Conference on October 15, 2012.

This portion of the workshop was designed to educate hospitals on establishing and maintaining a continuity program that will allow the continuation of essential clinical, research, business and administrative operations in the event of natural, technological, man-made or public health emergencies.

- Download the presentation: "Continuity 101 (.pdf)"

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**Hospital Continuity Resources**
A Toolkit for Healthcare Providers

- **CHA Hospital Continuity Program Checklist**
  - Download CHA's Hospital Continuity Program Checklist (.doc)

- **Business Continuity Planning Toolkit**
  - Download Word document (.doc)
  - Download PDF document (.pdf)

**VI. Appendixes**
- Download Appendix D: Business Continuity Plan Tool (.xls)
- Download Appendix D1: Technical Documentation for Maintaining Business Continuity Plan Tool (.doc)
- Download Appendix E: Department Status Forms/Summary (.doc)
- Download Appendix F: Business Continuity Planning PowerPoint to Management (.pdf)
Continuity Planning Checklist

www.calhospitalprepare.org/sites/main/files/file-attachments/hcp_toolkit_1.doc

Hospital Continuity Planning Checklist

This checklist is intended to provide hospitals with guidance on Hospital Continuity Program components. Hospitals may adapt this checklist into a Continuity Plan with that of emergency operations plans (EOP) or other emergency management documents. However, during an event, it is assumed that both will be activated and, ultimately, managed through a similar system of operations. The sections of this checklist are intended to be completed and updated periodically. The Hospital Continuity Plan should be reviewed at least annually, or as needed. This document is intended to address only Business Continuity standards. For additional planning, see the Continuity 101 Powerpoint, the Hospital Continuity Planning Toolkit, and Business Continuity Plan Tool (Appendix C of the Toolkit).

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<thead>
<tr>
<th>Program Component</th>
<th>Reference/Audience</th>
<th>Status</th>
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<tr>
<td>A. Governance</td>
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<td>B. Policy &amp; Planning</td>
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<td>C. Identification</td>
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<td>D. Data Capture</td>
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<tr>
<td>E. Business Impact</td>
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Analysis and Strategy: Review DIA and Risk Vulnerability Analysis (RVA) findings to understand what risks and vulnerabilities have the potential to affect the health system. Use data to make decisions on reducing those that will have the greatest impact on patient care and financial results.

Develop Business Continuity Strategies

- Clinical Response: 6-hour response time to identify and contain immediate threats to safety of patients and hospital employees.
- Research: Identify workflows for continuity of research operations in the event the primary location is unavailable. (Academic medical centers/tissue with research function)
- Administrative: Identify, assess, and implement strategies for continuity of business and financial processes for the event a primary location is unavailable.
- Operating forces: Identify, assess, and implement strategies for ensuring continuity of supply chain and emergency operations and hospital continuity plans.

Note: This is a general overview of the business continuity planning process. It is designed to assist hospitals in assessing and updating their Business Continuity Program.

October 2012
The Way Forward

• To understand the hospital challenges
• To understand the requirement and the deliverable
• To promote and utilize the existing resources
• Take small steps towards progress
Continuity of Operations (COOP)
Continuity of Operations

• Why is a COOP important to Long-Term Care Facilities?

• What outcomes are we expecting from a COOP (BCP)?

• What are the keys to success in developing and implementing a COOP/BCP?

• What are the Challenges to COOP implementation in Long-Term Care?
Importance of COOP Planning

- Makes good business
- Protects your business investment
- Hidden Cost of Business Interruptions
COOP Outcomes

- Focuses on how your facility will continue operations in the event of an interruption

- Minimizes harm (physical, financial, and psychological) to clients who depend on your services

- Outlines procedures for the safety of personnel
COOP Outcomes

- Identifies essential functions, personnel and systems
- Identifies alternate working locations
- Identifies how to maintain operations if your vendors, and suppliers are affected
- Outlines a timely and orderly recovery (reconstitution) from a disruption
Keys to Success

- Senior management **buy-in**
- Build a knowledgeable Planning Team
- Training, testing and exercises
- Encourage personnel/staff preparedness
- Must see your personnel as REAL assets and resources.
- Assign tasks to someone with the expertise in/of the essential function
Challenges to COOP Implementation

- Limited Resources
- Not required per state or federal regulations
- Cost of implementation
Continuity of Operations Plan for Long-Term Care Facilities

http://cahfdisasterprep.com/PreparednessTopics/AllHazardResourcesGuides/PlanningTemplatesChecklists.aspx
“If you don't know where you are going, you'll end up someplace else.”

— Yogi Berra
Tom Medley
CAHF Disaster Preparedness Program

tmedley@cahf.org
916-432-5213

http://cahfdisasterprepp.com/Home.aspx
Health Center/Clinic Continuity Planning

Where do we fit into the healthcare facility continuity planning?
As community health centers and clinics our goal is to become a vital part of the community emergency response team. In order to achieve this goal we are using this approach:

- Demonstrate to an organization without excessive planning or loads of meetings using up the time of key personnel
- Offer solutions that keep the health center/clinic moving forward with their government and community partnerships
- Promote the Coalition engagement perspective
- Continuity Of Operations Planning
Getting Started

• Start at the top

• Local and state partnerships

• Planning with the community includes our patients.

• The latest statistics show that in a community disaster on average 82% of the victims can be treated as outpatients
Continuity of Operations Planning Toolkit

• The California Primary Care Association along with several partner health centers/clinics created a COOP Toolkit

• This toolkit was designed to address the specific needs of community health centers and clinics
• This toolkit was not designed to be an EOP

• It is a hands-on resource in an emergency

• The purpose is to assist the health center/clinic in continuing essential operations, minimizing losses and achieving orderly response in assisting with community wide activities
Toolkit Contents

- Hazard Vulnerability Analysis
- Business Insurance
- Data Collection
- Delegation of Authority
- Essential Functions
- Recovery and Improvement Planning
COOP Toolkit Availability

• The CPCA Continuity of Operations Toolkit is available on the CPCA website

http://cpca.org/index.cfm/health-center-resources/c pca-store/

or

http://cpca.org
QUESTIONS?