Business Continuity and Ensuring Quality Patient Care

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The worst time to test a parachute is after you jump!
What if you knew in advance ...

Disruption Ahead

What is Business Continuity?

Business continuity describes all processes and service lines involved in maintaining (continuing) mission-essential operations:

- Prior to
- During
- Or after
What's the Difference Between Disaster Preparedness and Business Continuity?

Bob’s definition:

“The process of business continuity is not dependent on the type of event. Actually, business continuity is not event-driven; its only focus is that the event does not permanently disrupt or cripple essential operations.”

What's the Difference?

Bob’s definition:

Disaster preparedness = event-driven

Business continuity = not event-driven
Pop Quiz: Which Process Comes First?

- Sterile water shortage: Disaster preparedness or business continuity?
- Earthquake: Disaster preparedness or business continuity?
- 10-day notice of a strike: Disaster preparedness or business continuity?
- A large fire near your hospital or clinic: Disaster preparedness or business continuity?

Why Plan in Advance?

- Ensures the ability to care for our patients 😊
- Public opinion 😊
- Ability to retain talent 😊
- Community standard 😊
- It’s expected! 😊
Supportive Process

Keck Medical Center FY15 Goals

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<td>Successfully partner with our employees and physicians</td>
<td>Do no harm</td>
<td>Deliver an exceptional patient and family experience</td>
<td>Strengthen market position in strategic programs</td>
<td>Become financially self-sustaining</td>
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<tr>
<td>Foster a capable workforce</td>
<td>Produce exceptional outcomes</td>
<td>Accommodate demand for services</td>
<td>Increase new patient volume</td>
<td>Create efficient business processes</td>
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Business Continuance

Components of an Effective Plan

- Business Continuance Program
  - Crisis Management
  - Business Continuity
  - Emergency Operations Plan
  - Disaster Financial Recovery Plan
  - IT Disaster Recovery

Keck Medical Center of USC
Office of Safety, Emergency Management & Business Continuity
The ABCs of Business Continuity

How Do I Start a Business Continuity (BC) Program in My Organization?

1. Understand the business of your organization and what goals are important
2. Be able to explain the difference between disaster preparedness and business continuity
3. Show real-world examples!
4. Anchor BC into your organization’s goals and policies
5. Educate existing and new leaders
You as the Business Continuity Advocate

Connect the dots:
- CFO
- CNO
- Business Development
- IT
- Facilities
- Human Resources
- Risk Management

Determine what processes/services are mission-essential to:
- The community
- Other stakeholders (board, etc.)

Business Impact Analysis:
- Can we function without “the it?”
- How long will it take to recover?
Some Questions to Ask ...

- Have I defined which functions are imperative to continue my operations (Business Impact Analysis)?

- Do I have updated contact information for essential staff in my area?

- Prior to a disaster, are there things I can do to prepare my employees and their families?

What Should I Remember?

- If you identify a department as “mission-critical” and essential to business operations, a continuity plan must be in place.

- If you are unsure, perform a departmental Business Impact Analysis to assess its impact to your organization.
Let’s Build Your BC Components

Business Continuance Program
- Crisis Management
- Business Continuity
- Emergency Operations Plan
- Disaster Financial Recovery Plan
- IT Disaster Recovery

Where Should My BC Program Reside?

USC Norris Cancer Hospital
Keck Hospital of USC
Operating Policies

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| REVISIONS: | Revised Date: 3/15/2015 |
| PERSONNEL COVERED: | Management |

AUTHORIZED APPROVAL:

PAGE: 1 OF 4
Where Should Corresponding Policies Reside?

USC Norris Cancer Hospital
Keck Hospital of USC
Operating Policies

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Does My Organization Need a Plan?

- Yes, all organizations with services that are mission-essential should have a business continuity plan.

- If you identify a service as mission-essential, and that service depends on an external resource or company, you should have a copy of the vendor’s emergency response/contingency plan.

- A resilient organization has each component in place and has practice using the plan (Maturity).
What are the Effects on Quality Patient Care?

• Media scrutiny 😞
• Loss of market share 😞
• Reputation damage 😞
• Inability to recruit top talent 😞
• Loss of confidence in executive team 😞
• Regulatory and accreditation scrutiny 😞

Application of Learning

Exercise A

WMUS news is reporting that Washington D.C.-based tax protest group, “AOA” or Act Out America, is planning synchronized protests as a result of recent personal income tax increases.

Protests will be held in two days on Broadway in your town near the main hospital from 8:00 a.m. – 2:00 p.m. A simultaneous protest is scheduled on Flower Street near one of your ambulatory clinics.
Exercise B

The Department of Transportation has posted signage that a freeway off-ramp near your facility will be closed for two weeks in both directions for major repairs.

What continuance process/processes might apply to both exercises?

Why?

Continuance Processes to Consider

✓ Assess/determine how long services may be interrupted
✓ Establish communication plan to monitor event
✓ Establish alternate routes
✓ Check stocked supplies
✓ Notify employees
✓ Notify vendors
✓ Notify patients:
  • Schedule/appointment changes
  • Alternate location for appointments/prescriptions
  • Defer/reschedule any visits that can be delayed
What is the Future of Health Care Business Continuity?

- **Negative-Based Occurrence:**
  - Regulatory agencies assigning fees and/or penalties against foreseen occurrences (Foreseeability)

- **Value-Based Occurrence:**
  - Receiving scaled reimbursement for mitigated continuance occurrences

- **Human Assets:**
  - Performing a Business Impact Analysis of executive staff and their direct reports
  - Assigning value to each staff member
  - Receiving reimbursement for mitigated continuance occurrences

- **Buying/Selling Continuance Futures:**
  - There’s a market for everything!
  - Risk-based insurance for negative and positive continuance occurrences

Ok Bob, What Should I Remember?

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Questions?

Thank you

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