From System Office to Local Provider: Business Continuity Across a National Health System

Angela Devlen
Managing Partner, Wakefield Brunswick
Business Continuity Planning at Ascension

Presentation at California Hospital Association Conference

Agenda

Describe the System Office Business Continuity Program and integration with emergency management and Health Ministry programs

Share the challenges and opportunities during the design and implementation of the pilot programs

Illustrate examples of plans and other program materials
Our System

Ascension Health is the largest Catholic health system, the largest private nonprofit system and the third largest system (based on revenues) in the United States, operating in 23 states and the District of Columbia.
# Facilities and Staff

<table>
<thead>
<tr>
<th>Facilities and Staff</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locations</td>
<td>1,900</td>
</tr>
<tr>
<td>Acute Care Hospitals</td>
<td>101</td>
</tr>
<tr>
<td>Rehabilitation Hospitals</td>
<td>4</td>
</tr>
<tr>
<td>Psychiatric Hospitals</td>
<td>6</td>
</tr>
<tr>
<td>Long-term Acute Care Hospitals</td>
<td>3</td>
</tr>
<tr>
<td>Joint Ventured Hospitals (&lt;50% ownership)</td>
<td>17</td>
</tr>
<tr>
<td>Available Beds</td>
<td>22,229</td>
</tr>
<tr>
<td>Associates</td>
<td>155,000</td>
</tr>
</tbody>
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Business Interruption up close and personal!
PANDEMIC FLU!

Seton Health in Troy, New York
(Courtesy of Charlie Friderici)
St. Mary’s Hospital in Amsterdam, New York (Courtesy of Patricia Green)

Lourdes Hospital in Binghamton, New York (Courtesy of Denny White)
April 27, 2011 Tornado St. Vincent’s Hospital
(Courtesy of Donna Keith)

Seton Smithville Hospital, Smithville, TX
(Courtesy of Bill Shaffell)
Superstorm Sandy
9 Health Ministries in the path of storm

Snow Storm Nemo, Bridgeport, CT
(Courtesy of Joe Laveneziana)
Purpose of Business Continuity Program

To enhance or establish plans, procedures and resources that are integrated with emergency operations plans and designed to maintain and/or recover essential services and functions impacted by an event **causing an interruption of normal healthcare delivery operations.**
The guiding principles that support our mission are the same ones that govern our approach to Emergency Management and Business Continuity

Principle 1: Healthcare That Is Safe
Principle 2: Healthcare That Works
Principle 3: Healthcare That Leaves No One Behind

Principle 1: Healthcare That Is Safe

During disasters, our communities look to us for the care they need more than ever. Our role is to continue to provide healthcare that is safe at all times, including at times of crisis.
Principle 2: Healthcare That Works

Through seeking opportunities for strengthening existing operating procedures that yield both daily operational efficiencies and improved response. If procedures are to be carried out in a crisis situation, we succeed in carrying out our mission to provide healthcare that works for every patient, every time.

Principle 3: Healthcare That Leaves No One Behind

Research has shown the disparities that exist regarding the access to care for our most vulnerable populations. This problem is significantly exacerbated during disasters. People who may have response access barriers such as frail elders, children, people with disabilities of any kind, communication barriers due to language and cultural/ethnic needs and any others who may be vulnerable under any particular disaster scenario are part of our all-inclusive approach to emergency management.
Business Continuity Drivers

H1N1 and impact of recent national disasters and public health events – the many lessons that have been learned reinforce the need for more extensive business continuity planning/COOP.

Business Continuity Drivers

- ASPR: establishment of new COOP and Recovery guidelines under HPP
- CMS Proposed Rule
- Adoption of Electronic Health Records & Meaningful Use
Establishing a System-Wide Emergency Management/Business Continuity Plan Program

<table>
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<tr>
<th>Standards Crosswalk</th>
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<tbody>
<tr>
<td><strong>ASPR</strong></td>
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<tr>
<td>Privacy PHI</td>
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<tr>
<td>IT Security</td>
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<tr>
<td>IT Availability</td>
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<tr>
<td>Patient Safety</td>
</tr>
<tr>
<td>Risk Assessment and Impact Analysis</td>
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<tr>
<td>Crisis Standards of Care</td>
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<tr>
<td>Allocation of Scarce Resources</td>
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</tbody>
</table>
Current State at Ascension

• BCP for System Offices in St. Louis
• Annual System Office BCP Drills
• Advisory Council for Emergency Management also actively involved and recommended BCP as a FY14/15 priority
• Via Christi and Seton Family of Hospitals collaborating with the System Office on BCP Pilot in FY14/15

Business Operations — Emergency Management Council

IT Disaster Recovery Team
Identified Opportunities

• Business Impact Analysis
  • Previous focus on IT application prioritization — need for Ministry-based clinical, research and business prioritization remains

• Business Continuity Planning
  • Plans for units and departments at Ministries including but not limited to IT downtime with Emergency Management Plan integration
  • Enhanced Business Continuity Planning for IT offices & operations
Thank you

Angela Devlen
813.367.2073
adevlen@wakefieldbrunswick.com