

# II – Workshop Exercises

- **Exercise – 1: Continuity planning challenges**
- **Exercise – 2: Operations disruption scenarios**
- **Exercise – 3: Setting your goals**
- **Exercise – 4: Establishing governance structure**
- **Exercise – 5a: Developing and conducting interviews - I**
- **Exercise – 5b: Developing and conducting interviews - II**
- **Exercise – 6: Establish operational impacts**
- **Exercise – 7: Establish IT systems impacts**
- **Exercise – 8: Identifying recovery strategies**
- **Exercise – 9: Creating departmental plans**
- **Exercise – 10: Developing recovery actions**
- **Exercise – 11: Creating a framework**
- **Exercise – 12: Establishing testing objectives**

	<b>Exercise - 1</b>	
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**Continuity planning challenges**

- List the challenges your organization will need to address in order to establish a business continuity plan

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**Continuity planning challenges**



## Exercise - 2

### Operations disruption scenarios

List 5 scenarios describing a disruption to operations for a service area or department.

- Can be a past event or likely scenario.
- There are no injuries, fatalities or mass casualties.
- "Mutual Aid" from other/outside organizations is not needed.
- Scenario involves event affecting only the one location (i.e. not a community-wide or regional incident or event).

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# Exercise - 3

## Setting your goals

1. Answer the scoping questions as best you can for your facility

- Who owns the responsibility for the developing and managing the plan?

- 
- Is there Executive buy-in and support?

- 
- What is the level of continuity planning and awareness within the operational departments at your facility?

- 
- How many operational departments do you ultimately need to develop plans for?
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## Exercise - 3

2. Create 4 – 6 plan development goals that cover the short, mid-, and long-range (1, 3 and 5+ years)  
(Reference Project Map and Timeline in Resources folder)

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# Exercise - 3

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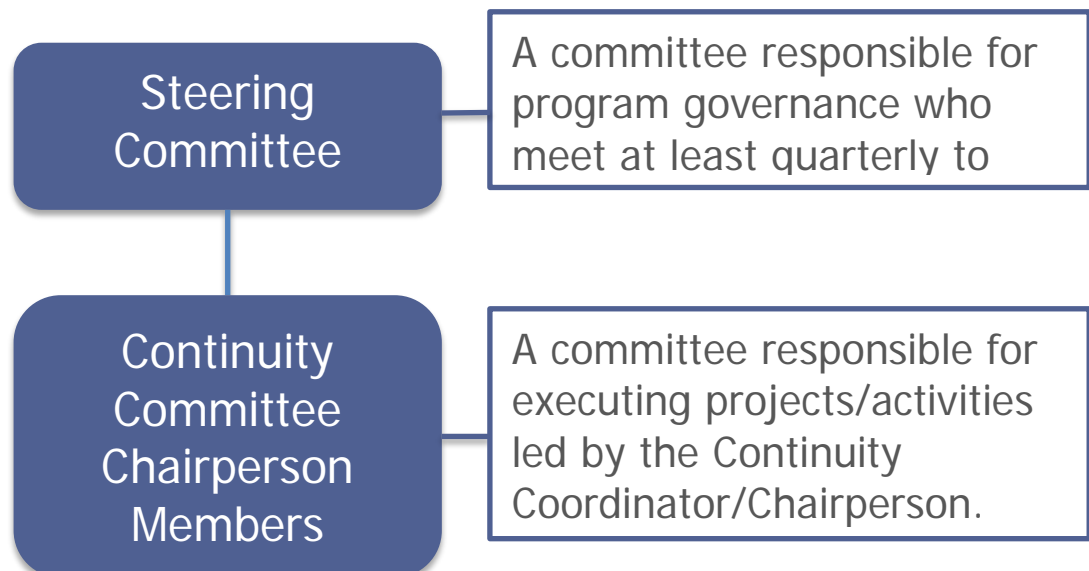
# Exercise - 4

## Establishing governance structure

### Setup

1. Identify participant roles:
  - The participant with a pink sticker on their test will be the coalition coordinator and lead the exercise.
  - The participant with the orange sticker will be the hospital coordinator.
  - The participant with the green sticker will take notes on the governance exercise document.
2. The coalition coordinator and the hospital coordinator will work together to address the following three questions on the governance exercise document.
3. The note taker will document answers on the governance exercise document.
4. Review the Governance BCP Structure graphic below and then answer the questions that follow.

### Governance Structure



# Exercise - 4

1. What are the strategic priorities of your organization?  
(i.e. Organizational goals; organization's mission statement;  
"flagship" projects; etc.)

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2. Who is your executive sponsor? If you do not have a  
sponsor identified, list one or more leaders you will  
approach to serve in this role.

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3. Who is on your business continuity steering committee?  
If you do not have one in place, describe how you will  
establish a committee and those you will approach to  
serve on this committee.

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## Exercise – 5a

### Developing and conducting interviews - I

1. Refer to “*BCP Demo - Questionnaire*”
2. Review the example questions
3. Set objectives for your BIA
4. Develop your questions
  - Use questions that result in measurable data
  - Avoid highly subjective questions

## Exercise – 5b

### Developing and conducting interviews - II

1. **Assign roles:**
  - Department representative;
  - Interviewer;
  - Note taker
3. **Rotate roles:** Each person take on different role at least once
4. **Select** a department from the scenarios created in Exercise-2.
5. **Conduct interview** using a combination of open-ended, “what if/ just suppose”, and probing questions to identify:
  - The most important activities that they do? (tasks, functions, etc.)
  - Who do they rely upon to do it and who relies upon them (interdependencies)?
  - What equipment, systems, applications and resources they use?









# Exercise - 6

## Establish operational impacts

1. Use the sample *Essential Functions* worksheet (below) from the *Questionnaire Scores Analytics Demo*
2. List three functions/services for your department
3. Review the impact categories shown and enter any additional categories needed
4. For each function/service, assign ratings in each impact category using the scoring chart shown below

Department	Function	Patient Safety Impact	Operational Impact	Patient Experience Impact		
Information Technology	Managing Data Center & Network Operations	6	5	5		
Maintenance	Managing Infrastructure	6	5	5		
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Score	Criticality
5	Immediately needed, presents life threatening or catastrophic impact if interrupted
4	Needed in less than 4 hrs or it may present threat to life safety if downtime extends beyond
3	Needed in same shift or < 12 hrs or likely to impact operations and/or patient satisfaction
2	Minimal impact or risk, needed within 1 to 3 days
1	Need in long term, beyond 3 days
0	Not Applicable

# Exercise – 7

## Establish IT systems impacts

1. Use the sample *Systems Impact* worksheet (below) from the *Questionnaire Scores Analytics Demo*
2. For each function/service listed in your worksheet from Exercise-6, enter the names of the IT applications required
3. Enter any additional impact categories that you may have identified in Exercise-6
4. For each IT system, assign ratings in each impact category using the scoring chart provided

### IT Systems Impact

Essential Fx	IT Systems Required to Perform Function	Patient Safety Impact	Operational Impact	Patient Experience Impact		
Provide patient care	Electronic Health Record Meds System	4	4			
Acquisition and requisition of essential supplies	Ordering System	2	2			
Ordering and documentation of diagnostic testing	Lab / Radiology Systems	2	2			

Score	Criticality
5	Immediately needed, presents life threatening or catastrophic impact if interrupted
4	Needed in less than 4 hrs or it may present threat to life safety if downtime extends beyond
3	Needed in same shift or < 12 hrs or likely to impact operations and/or patient satisfaction
2	Minimal impact or risk, needed within 1 to 3 days
1	Need in long term, beyond 3 days
0	Not Applicable

# Exercise - 8

## Identifying recovery strategies

Using the departments/functions identified in Exercises 6 & 7, identify high-level strategies you would implement to recover essential functions/services and maintain delivery of care/services if:

1. The primary place of operation is completely and/or partially unavailable

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2. Critical supplies and equipment were lost/damaged (or the supply chain interrupted)

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3. The IT systems were unavailable

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## Exercise - 10

### Creating departmental plans

Referring to the *“BCP Demo 2 Template”* in your workbook, enter the following information from the department’s *Questionnaire* worksheet into the *BCP* worksheet

- Essential Functions
- Essential Applications
- Vital supplies
- Vital records

# Exercise - 11

## Creating a framework

1. Review the “*EOP – BCP Plan Content*” document on the following page
2. Cross out any elements that you don’t think belong in your integrated plan
3. Circle elements that currently exist and you wish to preserve
4. Put an “\*” asterisk next to items you want to add
5. Write in any additional elements you want to add

# Exercise - 11

## EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY PLAN CONTENT SUMMARY

Category	Joint Commission	ASPR HPP Guidance	EOP – BCP Description
Plan Overview			Describes the EM/BCP program
Incident Command		Orders of successions and delegations of authorities	Addresses plan activation and command center operations.
Safety and Security	Safety & Security		Addresses the role of the Safety and Security Officer.
Crisis Management	Communications	Continuity communications plan	Addresses Crisis Communications procedures and the role of the Public Information Officer.
Operations	Patient Clinical & Support Activities	<p>A means to recognize and understand healthcare organizations shelter-in-place operations and alternate care site operations plans</p> <p>Location of continuity facilities</p>	Addresses Medical Care & Public Health Emergencies, Hazmat and Evacuation Procedures. It also includes business continuity plans that include Alternate Care Site procedures for relocation and continuity of critical clinical functions.
	Patient Clinical & Support Activities	<p>Reduced/altered operations for in-facility movement of service (devolution plan)</p> <p>Plan for management of vital services</p>	<p>Addresses Departmental Plans including emergency operations and business continuity procedures for Inpatient Units and Clinical Support Services such as Pharmacy and Clinical Labs.</p> <ul style="list-style-type: none"> <li>• Integration with HICS, the Business Continuity Branch and the IT Disaster Recovery Plan.</li> <li>• Continuity Assessment Form</li> <li>• Criteria and steps for closing and relocating a dept/unit</li> <li>• Resumption of operations of critical clinical functions</li> <li>• Downtime procedures for an extended IT outage</li> </ul>



## Exercise - 12

### Establishing testing objectives

Referring to the list below as examples, develop three other objectives that you may include in your next drill, test or exercise

- **Test Downtime Procedures:** Departments demonstrate ability to carry out essential functions for 4 hours using downtimes procedures for EHR outages
- **Test Telecommuting Strategy:** Conduct a work-from-home day with all departments in administration building
- **Test Department BCP:** Conduct a drill with one department involving relocation and resumption of essential functions as defined in the departmental BCP

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