



St. Joseph's Care Group

Business Continuity Plan

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Executive Summary

Preamble

Infrastructure loss/failure and major disasters can impose a significant threat to health care facilities and the critical services that they provide. Disaster events like an ice storm, flood, or major fire, can affect human health and well-being as well as result in substantial economic and financial losses for organizations.

Advanced planning for each St. Joseph's Care Group (SJCG) department is necessary in order to mitigate this risk and ensure a safe and effective recovery occurs following an emergency or disaster. Each SJCG department will prepare a Business Continuity Plan using this framework and will review it annually thereafter. Business Continuity Plans will be centrally stored in _____ . Directors are ultimately responsible for ensuring that Business Continuity Plans are reviewed and updated appropriately. Occupational Health, Safety & Wellness is responsible for tracking initial completion and subsequent annual reviews.

In the event of a pandemic, departments will refer to the SJCG Pandemic Plan but may be required to utilize the Essential Services identified tool in this document for their pandemic planning.

Purpose

The Business Continuity Plan (BCP) outlined in this document is one part of SJCG's overall emergency preparedness strategy. In the event that a major disaster affects one or more SJCG sites, departmental Business Continuity Plans will support all efforts to maintain critical services and essential business functions and to ensure that a full recovery to normal operations occurs. The BCPs may be utilized in conjunction with the SJCG Pandemic Plan.

Activation and Implementation

In the event that a major disaster has the potential to disrupt SJCG's capability of maintaining one or more services for 24 hours or longer, the Incident Management System Committee (IMS) will be responsible for activating the Business Continuity Plans for the affected areas.

Types of disasters that may result in the implementation of BCPs include (but are not limited to):

- Major flood
- Explosion
- Major fire
- Loss of electricity or water

Emergency Codes that could initiate the implementation of a Business Continuity Plan are Code Grey (infrastructure loss/failure), Code Orange (external disaster), Code Black (bomb threat/suspicious package), Code Lockdown and Code Green (evacuation).

Definitions

Business Continuity – the capability to continue essential business processes under all circumstances.

Incident Management System Committee (IMS) – an international, standardized and coordinated approach to emergency management.

Essential Services – services that must be maintained throughout the disaster.

Step Down – maintain services for non-life threatening conditions as long as resources and staffing are available.

Surge – any situation where the demands exceed resources

PART 1 – Team Identification

In Appendix A, identify the key team members who would be responsible for implementing your departments Business Continuity Plan and recovery strategy.

Department: <u>e.g. Concurrent Disorders Rehabilitation</u>			
Division: <u>e.g. Mental Health & Addiction</u>			
Division Vice President: <u>Vice President, Clinical (AMH)</u>			
	Title	Name	Contact Number
Director			
Manager(s)			
Supervisor(s)			

PART 2 – Service/Function Suspensions during a Disaster

Depending on the severity and duration of the emergency, departments may be required to reduce or suspend services. Services/functions will be prioritized based on the urgency criteria listed in Part 2 of the Business Continuity Plan.

URGENCY CATEGORIES:

Essential Services/Functions (E) – services that must be maintained throughout the disaster.

Step Down (SD) – maintain services for non-life threatening conditions as long as resources and staffing are available.

Close Immediately (I) – if not severe/ adverse consequences anticipated by the delay.

In Appendix A, list the services and functions that can be maintained as long as resources and staffing are available (**SD**) and the ones which can be suspended immediately without putting staff or clients at risk (**I**). For each **SD** and **I** service/function, identify each staff classification (e.g. RPN, Rehab Assistant, etc.), as well as the total headcount and FTE of that classification.

Service/Function	Closure Priority	Staff by Classification	Head Count	FTE
<i>e.g. Gambling & Behavioural Addictions</i>	<i>I</i>	<i>Addictions Counsellor</i>	<i>4</i>	<i>3</i>
<i>e.g. Eating Disorders Program</i>	<i>SD</i>	<i>Social Worker</i>	<i>2</i>	<i>2</i>

Communication Strategies for Suspended Services/Functions

For each **SD** and **I** service that could be suspended, identify who would be impacted (clients, families, staff, etc.) and what specific communication strategy would be used to notify those impacted.

Service/Function	Impacted Groups	Communication Strategy
<i>e.g. Eating Disorders Program</i>	<i>Clients</i>	<i>Phone calls made directly to clients and a follow-up email confirming temporary suspension of program</i>

PART 3 – Identifying Essential Services and Functions

In Appendix A, list the Essential Services that must be maintained under all circumstances. For each essential service/function, identify each staff classification (e.g. RPN, Rehab Assistant, etc.), as well as that total headcount and FTE of that classification.

Service/Function	Closure Priority	Staff by Classification	Head Count	FTE
<i>e.g. Withdrawal Management</i>	<i>E</i>	<i>RPN</i>	<i>9</i>	<i>11</i>

PART 4 – Business continuity planning for Essential Services and functions

In Appendix A, complete **Part 4** for every Essential Service/function identified in Part 3. For every section below, there is a corresponding appendix with a large fillable table for your department to use while building your Business Continuity Plan.

SECTION A: STAFFING

Identify job duties that can be performed by redeployed staff (from suspended services). Include any additional training/education that would be necessary		
Job Duties	Available Staff	Training/Education Required
<i>e.g. Assist with client meal times</i>	<i>4</i>	<i>Brief education/demo by staff</i>
Identify positions and/or job functions that could be performed remotely (either by staff at home or another SJCG site)		
Job Duties	Home or Alternate Site?	Resources Required
<i>e.g. Staffing Coordinator</i>	<i>Alternate site</i>	<i>1. IT – Computer set up 2. A physical space with desk and phone</i>
Identify job duties that could be performed by outside agencies (e.g. contract workers, health care agencies, outside service providers, etc.)		
Job Duties	Agency/Service Provider Name	
<i>e.g. Site cleaning</i>	<i>ABC Cleaning Co.</i>	

SECTION B: ESSENTIAL EQUIPMENT AND SUPPLIES

List all essential equipment and	Identify the location that this	Identify any contacts (name, title/company and phone #)	Describe any logistics involved in the relocation/storage of equipment during a major disaster (e.g. how

supplies associated with this critical service/function:	equipment is stored (site and department name).	associated with the maintenance and/or storage of equipment.	will you move it one site to another, are there special installation considerations, etc.).
1.	<i>Computers, keyboards, phones</i>	<i>IT</i>	<i>Assistant from IT with computer/phone set up for any relocated staff</i>
2.			

SECTION C: VITAL RECORDS

List all vital records associated with this critical service/function.	Identify the location(s) the vital record is stored (site and department name).	Identify any contacts (name, title/company and phone #) associated with the storage of the vital record.	Describe any logistics involved in the relocation/storage of vital records during a major disaster.
1.	<i>Client records</i>	<i>N/A</i>	<i>Client records can be relocated by unit Manager</i>
2.			

SECTION D: SITE DETAILS

What site(s) are associated with the critical service/function?	Identify the relocation site associated with the critical service/function (relocation sites can be found in the site's Code Green Sub-plans).
<i>Balmoral Centre</i>	<i>Sister Margaret Smith Centre</i>

SECTION E: DEPARTMENTAL DEPENDENCIES

Identify any SJCG departments that this critical service/function is dependent upon.
Department: <i>e.g. Food Services</i>
Description of dependency: <i>e.g. Food services delivers all meals to inpatient unit</i>

Engagement with manager of service complete:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Department:	
Description of dependency:	
Engagement with manager of service complete:	Yes <input type="checkbox"/> No <input type="checkbox"/>

References

Ontario Hospital Association, *Emergency Management Toolkit*

NACHA, *Creating a Business Continuity Plan for Your Health Centre*, 2021.
https://www.nachc.org/wp-content/uploads/2020/11/Business-Continuity-Manual_Interactive-1.pdf

National Health Services, *Business Continuity*, 2016.
<https://www.england.nhs.uk/ourwork/epr/bc/>

Appendix A: BUSINESS CONTINUITY PLANNING FOR ESSENTIAL SERVICES AND FUNCTIONS

TEAM IDENTIFICATION

Department: Bethammi Nursing Home Division: Seniors Health Division Vice President: Janine Black			
	Title	Name	Contact Number
Director	Administrator	Randy Middleton	[REDACTED]
Manager(s)	DOC/Clinical Manager	Cat Zechner	[REDACTED]
Supervisor(s)	Assistant Clinical Manager	Tracy Swartz	[REDACTED]

SERVICE/FUNCTION PRIORITIZATION – STEP DOWN AND CLOSE IMMEDIATELY

Step Down (SD) – maintain services for non-life threatening conditions as long as resources and staffing are available.

Close Immediately (I) – if not severe/ adverse consequences anticipated by the delay.

Service/Function	Closure Priority	Staff by Classification	Head Count	FTE
Program & Support	SD	PT, Resident Counsellor, Clerks	6	5.3
Life Enrichment	SD	TR	6	5.3
RAI Coordinator	SD	RC	2	1.0

IDENTIFYING ESSENTIAL SERVICES/FUNCTIONS

Essential Services – services that must be maintained throughout the disaster.

Service/Function	Closure Priority	Staff by Classification	Head Count	FTE
Nursing Services	E	DOC	1	1
Nursing Services	E	ACM	1	1
Nursing Services	E	RN	7	4.7
Nursing Services	E	RPN	17	10.7
Nursing Services	E	PSW	70	41.28
IPAC	E	Practitioner	1	.7

STAFFING

Identify job duties that can be performed redeployed staff (from suspended services). Include any additional training/education that would be necessary		
Job Duties	Available Staff	Training/Education Required
<i>Feeding/Meal times</i>		<ul style="list-style-type: none"> - Feeding/Meal times LMS Module - On unit training
Portering		- N/A
1:1 Residents		- On unit training
Housekeeping		- On unit training
Identify positions and/or job functions that could be performed remotely (either by staff at home or another SJCG site)		
Job Duties	Home or Alternate Site?	Resources Required
RAI Coordination	Home or Alternate site	Computer and network Access

Identify job duties that could be performed by outside agencies (e.g. contract workers, health care agencies, outside service providers, etc.)	
Job Duties	Agency/Service Provider Name
RN, RPN & PSW	<ul style="list-style-type: none"> - TLC - UND - Magnus

ESSENTIAL EQUIPMENT AND SUPPLIES

List all essential equipment and supplies associated with this critical service/function:	Identify the location that this equipment is stored (site and department name).	Identify any contacts (name, title/company and phone #) associated with the maintenance and/or storage of equipment.	Describe any logistics involved in the relocation/storage of equipment during a major disaster (e.g. how will you move it one site to another, are there special installation considerations, etc.).
1. Med Carts (2 per floor)	2 nd and 3 rd floor	Janzen's Pharmacy [REDACTED]	Trailer or ½ ton truck
2. Hoyer Lifts (2 per floor)	2 nd and 3 rd floor	Building Services – [REDACTED] Superior Home Health Care – [REDACTED]	Trailer or ½ ton truck
3. Vital Signs Machine (2)	2 nd and 3 rd floor	Building Services [REDACTED]	Vehicle transportation
4. Beds	2 nd and 3 rd floor	Building Services [REDACTED]	Large transportation trailers

5. Computer/Laptop (2)	Med carts and on the unit	SJCG IT Department [REDACTED]	Vehicle transportation
6. Emergency Chairs	2 nd and 3 rd floor	Superior Home Health Care [REDACTED]	Delivery by Superior Home Health Care
7. Wound Care Supplies	BNH and all site stores locations	Stores [REDACTED]	Stores delivery to emergency relocation site
8. Care Supplies	BNH and all site stores locations	Stores [REDACTED]	Stores delivery to emergency relocation site
9. Laundry Supplies	BNH and all site stores locations	SJH (John Corcoran) [REDACTED]	Delivery from SJH laundry to emergency relocation site

VITAL RECORDS

List all vital records associated with this critical service/function.	Identify the location(s) the vital record is stored (site <u>and</u> department name).	Identify any contacts (name, title/company and phone #) associated with the storage of the vital record.	Describe any logistics involved in the relocation/storage of vital records during a major disaster.
1. Resident Charts	On the units	DOC & ACM are responsible for ensuring that resident charts are relocated, if required. (contact info in "Team Identification")	Vehicle transport

SITE DETAILS

What site(s) are associated with the critical service/function?	Identify the relocation site associated with the critical service/function (relocation sites can be found in the site's Code Green Sub-plans).
Bethammi	Temporary Relocation Sites Include: SJCG Sites Corpus Christie

DEPARTMENTAL DEPENDENCIES

Identify any SJCG departments that this critical service/function is dependent upon.	
Department: Food Services	
Description of dependency: <ul style="list-style-type: none"> - Resident meal prep and delivery 	
Engagement with manager of service complete: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Department: Environmental Services	
<ul style="list-style-type: none"> - Resident room cleaning - Unit cleaning and disinfecting - High-touch surface cleaning - Refilling of supplies (i.e. sanitizer, paper towel, towel paper, etc.) 	
Engagement with manager of service complete: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Department: Building Services	
Description of dependency: <ul style="list-style-type: none"> - Fire systems - Equipment maintenance - Unit maintenance (doors, emergency lights,) - Outdoor maintenance (exit doors, grounds, snow removal) 	
Engagement with manager of service complete: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

Department: Pharmacy
Description of dependency: <ul style="list-style-type: none"> - Medication distribution
Engagement with manager of service complete: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Department: Informatics (IT)
Description of dependency: <ul style="list-style-type: none"> - Network access - Computer set up - Network trouble shooting/issues
Engagement with manager of service complete: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>