



Business Continuity Planning

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- What we're going to do today:
 - Look at what business continuity is
 - Why does it seem to be difficult
 - How can we improve it



Business continuity planning is:

:a process

:creating systems

- of prevention

- of recovery

- to deal with potential threats

Threat =

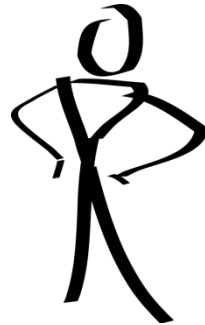
Any event that could negatively impact operations

supply chain interruption; *(flu's not arriving)*

business interruption; *(power cut)*

loss/damage infrastructure or resource; *(computer not working/someone being off)*

Introduction of new systems or processes; *(GP2GP)*



So who is responsible for business continuity?



- Practice Manager - “To ensure the Practice has adequate disaster recovery/business continuity plans in place which ensure practice meets the contractual requirements for emergency preparedness resilience and response (EPRR)”.
- Operations Manager – “Ensure that the practice has adequate disaster recovery procedures in place and implement, maintain and develop the practice continuity and recovery plan.”



2004-2005

Bright, Shining Business Continuity Plan



That's
Where
It
Stays



We've had a
Power cut

I can't log
into SCI.....

Our HCA has phoned in
sick and she has a full
clinic!

Nurse A is going to
be off for 3 months
– what are we going
to do?



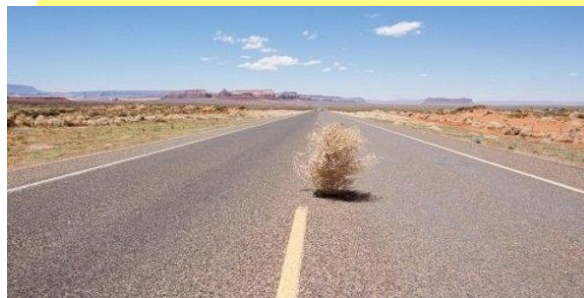
???



blank stare



ZZZzzzz



So why don't we hit the target ?



- 1. Failing to Understand the Organisation**
- 2. Executing Methodology Instead of Managing Process**
- 3. Unrealistic Recovery Objectives**
- 4. Focus on the Wrong Things**
- 5. Failing to Create a Culture of Business Continuity**

Business Continuity 'standards' are all that is needed to assure an organisation is prepared.

That's a nice thought – but not very realistic.

So what about employees?

1. They don't even know there is a plan
2. Management don't seem engaged
3. They don't know what is expected of them/Its not in their job description
4. They assume it's about IT
5. They think the process is worthless - or too hard – or have already done it

They don't know there is a plan?

A plan sitting in an office is of no use if the office burns down or you can't leave your house.

A plan is no good if it is only provided to a few top managers and leaves those who need to respond waiting for information.

How to fix it : Make it part of the induction process
Bring it up a meetings or break it up into segments for review.
GET PEOPLE INVOLVED

Management doesn't demonstrate any interest

The assumption that a Partner or the Practice Manager saying that business continuity planning is essential and urgent and every will immediately fall in line, is wishful thinking.

How to fix it: Management by Example is the key, as is communication.

Management should assure the team of the importance and ensure that each team member understands the goals and objectives of the program.

ALLOCATE TIME AND RESOURCES

They don't know what is expected of them/It's not in their job description

People know how day-to-day operations work - and are therefore best equipped to understand what would be needed to continue or recovery them under adverse conditions - won't participate unless they're asked.

How to fix it: Involve line employees. Give them a role on the team *creating* the plan - not just on the recovery team. They know a lot more than you might think. Not only will you get better plans, but you'll also have an opportunity to capture their knowlege

COMMUNICATE

Its all about IT

IT is core to what we do

yes / no

How to fix it: Make it clear that IT is a *component* of recovery, but that 'the business' must determine IT's recovery goals, and participate in planning.

Not every disaster' will impact IT, so 'the business' must determine what's important, and plan for how they will continue/recover their critical operations if they are suddenly disrupted. That takes participation and TIME by everyone.

BIG PICTURE

Where is the value/ We get by

With a few exceptions, most people don't like 'busy work' or bureaucratic waste. People want to feel their job contributes something of substance.

What to do about it: Ramp up the viability of the program and its components.

Change the process (add interviews or action learning / group discussions .

Add some subjective segments don't just the fill-in-the-blank Plan.

Try some creative exercises instead of the same old tabletop.

CHALLENGE AND BE CREATIVE

In summary

- Its the who ~~not~~ (as much as) the what
- Its everyone's responsibility
- Everyone needs to be involved
- Variety is the spice of planning
- Communicate! Communicate! Communicate!



and finally.....

Rudyard Kipling

If you can keep your head when all about you
are losing theirs

..... you'll be a man my son

<https://youtu.be/JWvcwVWCcnY>

<https://www.youtube.com/watch?v=pYukMGAQEdY>



**PLEASE ENJOY THE REST OF
THE CONFERENCE**