Making BCP a “Way of Life” at Your Company

Diane Coles Levine, MCR
Director, Workplace Solutions
BCP vs. DRP

- Business Continuity Plan
  - A high level plan to continue to operate during a disruption or disaster, and recover and resume normal business operations in as little time as possible.
    - Assessment
    - Evaluation
    - Preparation
    - Mitigation
    - Response
    - Recovery

- Disaster Recovery Plan
  - A tactical recovery of systems in the event of a disruption or disaster.
  - A subset of a BCP
Agenda

- What is SCAN?
- Types of Interruptions
- Business & Financial Impacts
- BCP Plan Elements
- Mitigating the Interruptions
- Alternate Sites
- CERT
- Pandemic
- Workplace Violence
- Testing
- Internet Impact on an Incident
What is SCAN Health Plan?
Locations
HQ Location
Jet Blue Airways 292 Sept 2005
Types of Interruptions

Disease

Fire

Power Outage

Flood

Natural Events

Voice

Data

Security

Fwy Traffic
High Risk Terrorist Zones
Earthquake Fault Map
Shakeout.org

- **Level 1 – Simple**: Drop, Cover and Hold On
  
  http://www.dropcoverholdon.org/

- **Level 2 – Basic**: Life Safety Drill

- **Level 3 – Intermediate**: Decision-Making Drill

- **Level 4 – Advanced**: Business Operations Simulation Drill

**Next one: October 18, 2014**
Typical Business Impact
SCAN Specific Business Impacts
State of BCP 2004

IT Plan
Facilities Plan
Emergency Response
Disaster Supplies
Hot Site Contract
Records Retention Schedule
Manual Call Trees

Crisis Management
Incident Response
Crisis Communication
Telecom Redundancy
Backup Call Center
Automated Call Trees
CERT
Pandemic
Workplace Violence
Vital Records
Tests and Exercises
State of BCP 2010

IT Plan
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CERT
Pandemic
Workplace Violence
Vital Records
Tests and Exercises
Credibility
BCP Plan Elements
SCAN Incident Classification

- **Level 1**: there is an event of interest to SCAN with a potential for consequences to SCAN

- **Level 2**: there is an event having significant consequences for SCAN

- **Level 3**: there is an event having severe consequences for SCAN
Mitigating Interruptions

**Flood**
- Community Partnership
- Water Sensors
- Records Program
- Recovery Vendor

**Power Outage**
- Generator
- Transfer switch
- UPS
- Backup Sites

**Fire**
- Drills
- FM200
- Sprinklers
- Inspections
- CERT

**Natural Events**
- Seismic standards
- Shakeout drills
- Earthquake kits
- Disaster supplies
- CERT
Mitigating Interruptions

**Voice**
- Backup call center
- Backup tapes
- Redundant
  - switches
  - voicemail
- Transfer #’s 20 min.
- Call trees

**Data**
- Backup Tapes
- Hotsite
- Alarm Monitoring
  - servers
  - UPS
  - HVAC
- Critical Applications
- DRP Exercises

**Security**
- Software offsite
- Backups
- Go Kits
- WPV TAT
- HIPAA
Alternate Sites
## Alternate Workplace Strategy Impacts

<table>
<thead>
<tr>
<th>Worker Type</th>
<th>Office Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Address</td>
<td>Individual Office, Team Office, Mobile Room, Group Space, Conference Room, Training Room, Presentation Room</td>
</tr>
<tr>
<td>Telecommuter</td>
<td>Individual Office, Team Office, Mobile Room, Group Space, Conference Room, Training Room, Presentation Room</td>
</tr>
<tr>
<td>Remote</td>
<td>Individual Office, Team Office, Mobile Room, Group Space, Conference Room, Training Room, Presentation Room</td>
</tr>
<tr>
<td>Road Warrior</td>
<td>Individual Office, Team Office, Mobile Room, Group Space, Conference Room, Training Room, Presentation Room</td>
</tr>
</tbody>
</table>

![Image of workplace setting](image1.jpg)

![Image of workplace setting](image2.jpg)
Alternate Workplace Strategy Impacts

BusinessWeek

Telecommuting: Once a Perk, Now a Necessity

To cut costs, companies such as Capital One are pushing more employees, including managers, to work from home.

Quid, with her children, in her garage turned office outside Los Angeles. Steve Liss/Anadess

Driving Strategy and Change in Workplaces

Return on performance

Employee Enrichment
The new leadership model

People, Planet, Profit
Your key to sustainable success

Winning Goodwill
Reengaging trust with fidelity consumers

Corporate agility
The advantages to being flexible

LIFE SUSTAINING ORGANIZATIONS
A DESIGN GUIDE
CERT Team in Training

FEMA Model Program

- Disaster Preparedness
- Fire Safety
- First Aid
- Light Search & Rescue
- Terrorist Incidents
- Disaster Psychology
- Disaster Simulation at conclusion
# The Pandemic Plan

**PLAN**

The Planning Phase will occur prior to pandemic effects being observed in Southern California. SCAN will devise the pandemic plan, policies, and procedures well in advance of a pandemic such the company will be ready to the extent possible should a pandemic occur in Southern California.

**PREPARE**

The Preparation Phase occurs when government officials determine that a pandemic will hit Southern California within approximately four weeks. SCAN will begin to launch or establish the procedures and policies determined during the Planning Phase.

**RESPOND**

During the Response Phase, the pandemic procedures, policies, and measures are in effect. SCAN will monitor the impact of the pandemic on the company, its operations, and its services. Response will be flexible as required.

**RECOVER**

During the Recovery Phase, SCAN will begin to relax the procedures and policies implemented during the Preparation and Response Phases. Business practices will eventually return to normal.
Workplace Violence: Finding & Fixing the Gaps

- Break down silos
- Physical security review
- Policy & procedure review
- Threat assessment
- Fix the gaps
- Communicate the program
- Incident response exercise
- Audit the program
12 Steps to Recovery

1  Disaster Identification and Classification (levels 1, 2, 3)
2  Notify BCP/DR Teams
3  Damage Assessment
4  Establish Command Center
5  Declare a Disaster
6  Set Up Communications
7  Mobilize DR Teams
8  Retrieve Vital Records
9  Prepare Alternate Location
10 Travel to Alternate Location
11 Test Systems at Alternate Location
12 Begin Dept Recovery Procedures
# Evolution of a Test - CA

<table>
<thead>
<tr>
<th>Year</th>
<th>Lessons Learned</th>
<th>Community Involvement</th>
<th>Actions Items</th>
<th>Length</th>
<th>Difficulty</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>BCP Plan, Crisis Mgmt, Test, Incident Resp, Org Structure, Business Units, Call Trees, Leadership</td>
<td>None</td>
<td>Mind bogglng</td>
<td>2 hours</td>
<td>2</td>
</tr>
<tr>
<td>2005</td>
<td>Plan Review, Bomb in IT, Leadership, Operations, Staffing Locations, Business Units, Crisis Comm, Call Trees, Pandemic, CERT</td>
<td>Fire Dept</td>
<td>214</td>
<td>3 hours</td>
<td>3</td>
</tr>
<tr>
<td>2006</td>
<td>CERT &amp; Pandemic, Leadership, Operations, Staffing Locations, Business Units, Medical/CERT, Arizona Office</td>
<td>Fire, Health Dept, DHS, Hospital, Police, Landlord</td>
<td>185</td>
<td>4 hours</td>
<td>4</td>
</tr>
<tr>
<td>2008</td>
<td>Shakeout, Staffing Locations, Minor media, Minor Coord, Minor CERT</td>
<td>Fire, Police, Landlord, Architect, General Contractor, Airport</td>
<td>80</td>
<td>8 hours</td>
<td>8</td>
</tr>
<tr>
<td>2009</td>
<td>Airport Accident, Minor media, Minor Coord, Minor CERT</td>
<td>Fire, Police, Landlord, Architect, General Contractor, Airport</td>
<td>40</td>
<td>1.5 days</td>
<td>12</td>
</tr>
</tbody>
</table>
# Evolution of a Test - AZ

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>2007</td>
<td>CA Data Center Lost</td>
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<tr>
<td>2008</td>
<td>CA Shakeout</td>
</tr>
<tr>
<td>2009</td>
<td>Loss of AZ - Flood</td>
</tr>
</tbody>
</table>

## Lessons Learned

<table>
<thead>
<tr>
<th></th>
<th>IT/Telecom/voicemail - how works</th>
<th>Doing CA's AZ ops in AZ</th>
<th>Crosstraining w/in AZ</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Crisis comm btwn AZ &amp; CA</td>
<td>AZ took over CA operations</td>
<td>Security concerns at hotel</td>
</tr>
<tr>
<td></td>
<td>Communications w/out network</td>
<td>IT/Telecom lessons</td>
<td>New employees</td>
</tr>
<tr>
<td></td>
<td>Backup seats for CA</td>
<td>Running ops for both CA &amp; AZ</td>
<td>Customer notification</td>
</tr>
<tr>
<td></td>
<td>Preparation w/out CA network</td>
<td>Doing AZ ops in AZ</td>
<td></td>
</tr>
<tr>
<td></td>
<td>How to pay bills</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Crosstraining between AZ &amp; CA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Community Involvement

<table>
<thead>
<tr>
<th></th>
<th>None</th>
<th>Regulators</th>
<th>Regulators</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Landlord</td>
<td>Landlord</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Fire</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Architect</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>General</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Contractor</td>
</tr>
</tbody>
</table>

## Actions Items

|  | 50 | 43 | 32 |

## Length

|  | 4 hours | 6 hours | 8 hours |

## Difficulty
Internet Impact on Incidents

White Powder Haz Mat Scare At A Long Beach Office Building
By Jackawa Jackson | April 30, 2009

Long Beach Blvd. 2 pts transported. 6 addl pts on train req med help being extricated and transported by BLS units.
1 week ago
PD officer has been extricated and R1 is transporting.
1 week ago
PD UNIT VS METRO LINE, TRUCK 7 & LBFD UNITS EXTRICATING PD OFFICER.
1 week ago
White Powder HazMat Scare

On the afternoon of April 30, 2009, Long Beach Fire Department units responded to a 7-story office building located at 3800 Kilroy Airport Way. Office workers on the 3rd floor found what they described as a white powder on a chair and floor of a conference room. They also described a very foul odor in the area of the substance. The 60 workers on the effected floor were evacuated and the Long Beach Fire Department Hazardous Materials team was called in to identify the substance. Entry to the area was denied to all but the specially trained and equipped Haz Mat members. Law enforcement agencies spoke with witnesses in an effort to determine if there was a credible threat or an intentional crime. A small sample of the material was brought to a secured, outside area where city health/haz mat personnel tested it. Fortunately, the substance was determined to be non-hazardous. In situations such as this, every precaution is taken to ensure the safety of the public, our members and other assisting agencies. There were no injuries reported to citizens or to first responders.
Chicken Soup!
“Way of Life” Tips

- Holistic approach to the plan and the team
  - Break down silos
  - BCP committee & executive sponsor
  - Community involvement

- Lessons learned after every event
  - Big or small
  - If it happened to you or not

- Test, Test, Test!!!
  - Understand the purpose / have a plan
  - Start small – it’s a growth process
  - Challenge the known weaknesses

- Keep the plan alive
  - Continually find & fix the gaps

- Get Educated
IFMA Resources

IFMAFoundation.org

Pandemic Preparedness Manual

Prepared for IFMA Foundation
December 2006

IJFM

FMJonline

IFMA Bookstore
Other Resources - TED Talks
Other Resources - CRISISWIKI.ORG
Future of BCP - OPENSTREETMAP

openstreetmap in haiti, by craig luecke, fairfax search & rescue

3 Steps to Helping

ushahidi and snowmageddoncleanup.com
Summary

- SCAN’s BCP evolved
  “It’s a way of life”
- NEW
  Credibility
  Attitude
  Confidence
- You can do it to!
Thank You

Diane Coles Levine, MCR
Director, Workplace Solutions
SCAN Health Plan

3800 Kilroy Airport Way
Long Beach, CA 90808
(562) 989-8327
dcoles@scanhealthplan.com