



# Urgent Care Plan

## Business Continuity Plan

<b>Title</b>	<b>UCP Business Continuity</b>
<b>Status</b>	<b>Draft</b>
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<b>File Ref.</b>	<b>Service Management Pathway 001</b>

<b>Approval Sign-off (For formal issue) <i>For completion by Review Panel</i></b>			
<b>Approver</b>	<b>Organisation / Role</b>	<b>Signature</b>	<b>Date</b>
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Murrae Tolson	UCP Programme Director	M Tolson	15/07/2022

## **Purpose**

The purpose of developing a Business Continuity Plan is to ensure the continuation of the service provision, during and following any critical incidents that result in disruption to the normal operational capability.

This guide will assist in the Risk Management Plan and Business Impact Analysis, Incident Response and recovery plan

It is acknowledged that on a day to day, the Programme may be faced with a different number of issues. The Business Continuity Plan focuses on those incidents that may have a direct effect on the Urgent Care Plan end user and thus impact on the delivery of care, to the people whom are being cared for.

## **Intended Audience**

- The intended audience for this document is:
- The Urgent Care Plan Programme
- Provider organisations that provide IT support to end-users (as listed in the ICS UCP Data Protection Impact assessments.
- ServiceDesk Agents from provider organisations.
- ServiceDesk Agents from Better and their subcontractors Care IS, ReStart, and XY Care.
- Clinical Safety Officer.
- Information Security Officer.

## **Key Definition**

System - means any application that are currently integrated to the Urgent Care Plan, including the Urgent Care Plan application

- EMIS,
- TPP SystemOne,
- Cleric ePCR
- Aداstra
- London Care Record (Cerner HIE)

### Risk Management Risk Matrix

The criteria that were used for scoring are provided at Appendix B. The values obtained for severity and likelihood were then applied to the following matrix to obtain an overall risk score from 1 to 5, where 5 represents the greater risk

The following risk matrix has been used to categorise the function level

<b>Likelihood</b>	Very High	3	4	4	5	5
	High	2	3	3	4	5
	Medium	2	2	3	3	4
	Low	1	2	2	3	4
	Very Low	1	1	2	2	3
		Minor	Significant	Considerable	Major	Catastrophic
		<b>Severity</b>				

### Risk Matrix key

Risk Category	Risk Score	Consequences for health IT
Very High	5	Unacceptable level of risk
High	4	Mandatory elimination of hazard or addition of control measure to reduce risk to an acceptable level
Medium	3	Undesirable level of risk. Attempts should be made to eliminate the hazard or implement control measures to reduce risk to an acceptable level. Shall only be acceptable when further risk reduction is impractical
Moderate	2	Acceptable where cost of further reduction outweighs benefits gained or where further risk reduction is impractical
Low	1	Acceptable, no further action required

## Business Continuity Plan – Core Programme Functions

<b>Core Function 1</b>	<b>Whole System Failure (P1)</b>		
<b>Location</b>	120 The Broadway		
<b>Risk</b>	<p>Critical failure</p> <p>A Severity Level 1 Service Incident is a critical failure resulting in the entire Services being unavailable such that the Customer and/or End User is not able to log on to the Services or access any of the systems or data. The fault may reside with the Services or the Service Provider System.</p>		
<b>Risk Score</b>	<b>Impact</b>	Catastrophic	<b>Overall Score</b>
	<b>Likelihood</b>	Low	

<b>Immediate Actions</b>	<b>Responsibility</b>
<ol style="list-style-type: none"> <li>1. Troubleshoot issue for whole system failure by testing web portal (if issue reported from other service)</li> <li>2. Escalate to Better support by logging a Zendesk ticket (Appendix 1)</li> <li>3. Collect minimum data set for incident,               <ul style="list-style-type: none"> <li>– Name:</li> <li>– Role:</li> <li>– Email Address:</li> <li>– Phone:</li> <li>– Organisation(s):                   <ul style="list-style-type: none"> <li>○ ODS code or CQC unique location identifier</li> <li>○ Name of organisation</li> </ul> </li> <li>– Severity Level                   <ul style="list-style-type: none"> <li>○ Service Interruption – 1</li> </ul> </li> <li>– Users affected:                   <ul style="list-style-type: none"> <li>○ All: System Wide</li> <li>○ Multiple but not all</li> <li>○ Single User</li> </ul> </li> <li>– Urgency:</li> </ul> </li> </ol>	Helpdesk Project Manager

<ul style="list-style-type: none"> <li>○ High: can no longer perform primary work function</li> <li>○ Medium: Work function impaired; workaround in place</li> <li>○ Low: Inconvenient</li> </ul> <p>4. Follow us with a telephone call directly to Better as per the Better OneLondon Technical playbook V1.0.3.2 (Appendix 2)</p>	
<p><b>Interim Actions</b></p>	<p><b>Responsibility</b></p>
<p>Where there is a total critical failure of the UCP system</p> <ol style="list-style-type: none"> <li>1. Helpdesk shall immediately add a standard message on the UCP helpdesk support line e.g. <b>“The UCP service is experiencing technical issues. The urgent care plan portal and in-context links are currently unavailable. If you have access to the Cerner Health Information Exchange, a pdf copy of the last submitted patient urgent care plan is available here. If you do not have access to the Cerner HIE, clinical judgement must be made to care for your patient. For any other queries, please log your enquiry on the UCP website via the contact page”.</b></li> <li>2. After 24hrs, UCP staff must inform the requester of delay in account provisioning.</li> </ol>	<ol style="list-style-type: none"> <li>1. Transformation Manager</li> <li>2. Helpdesk Project Manager</li> </ol>
<p><b>Subsequent Actions</b></p>	<p><b>Responsibility</b></p>
<p>Where immediate and interim actions have been completed</p> <ol style="list-style-type: none"> <li>1. UCP Head of service shall request updates from Better in line with the escalation procedure detailed in the Better OneLondon Technical playbook V1.0.3.2</li> <li>2. UCP Head of Programme shall keep Programme Director and clinical Leads informed of progress towards resolving the P1 incident, hourly</li> </ol>	<p>Head of Programme</p>
<p><b>External contacts and timescales</b></p>	<p><b>Responsibility</b></p>

Where a P1 incident is confirmed.  1. UCP HOP and PD, shall agree on a website communication broadcast message and timings for the message publication	Head of Programme
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<b>Core Function 2</b>	<b>Partial System Failure (P2)</b>		
<b>Location</b>	120 The Broadway		
<b>Risk</b>	Loss of a critical component / application  A Severity Level 2 Service Incident is a loss of a critical component or application of the systems meaning the Customer and/or End User is unable to access integral parts of the Services such as clinicians unable to view care plan information added by other services on the same day e.g. loss of access within a single organisation, loss of HIE pdf, loss of Valida functionality		
<b>Risk Score</b>	<b>Impact</b>	Major	<b>Overall Score</b>
	<b>Likelihood</b>	Medium	

<b>Immediate Actions</b>	<b>Responsibility</b>
<ol style="list-style-type: none"> <li>1. Troubleshoot issue for whole system failure by testing web portal (if issue reported by other service)</li> <li>2. Issue system specific Desktop Toolkit for service to investigate locally</li> </ol> <p>Attach toolkits</p> <ol style="list-style-type: none"> <li>3. Escalate to Better support by logging a Zendesk ticket</li> <li>4. Collect minimum data set for incident,             <ul style="list-style-type: none"> <li>- Name:</li> <li>- Role:</li> <li>- Email Address:</li> <li>- Phone:</li> <li>- Organisation(s):</li> </ul> </li> </ol>	Helpdesk Project Manager

<ul style="list-style-type: none"> <li>○ ODS code or CQC unique location identifier</li> <li>○ Name of organisation</li> <li>- Severity Level <ul style="list-style-type: none"> <li>○ Service Interruption – 1</li> </ul> </li> <li>- Users affected: <ul style="list-style-type: none"> <li>○ All: System Wide</li> <li>○ Multiple but not all</li> <li>○ Single User</li> </ul> </li> <li>- Urgency: <ul style="list-style-type: none"> <li>○ High: can no longer perform primary work function</li> <li>○ Medium: Work function impaired; workaround in place</li> <li>○ Low: Inconvenient</li> </ul> </li> </ul> <p>5. Follow us with a telephone call directly to Better on 44 (20) 38079007</p>	
<p><b>Interim Actions</b></p>	<p><b>Responsibility</b></p>
<p>Where there is a part system failure of the UCP system</p> <ol style="list-style-type: none"> <li>1. Helpdesk shall immediately advise reporting service, key stakeholder/manager of availability of, a pdf copy of the last submitted patient urgent care plan availability on the Cerner HIE.</li> <li>2. Where the affected service does not have access to the Cerner HIE, helpdesk shall inform the affected service that clinical judgement must be made to care for your patient.</li> <li>3. After a period of 4hrs without resolution from Better and 8hrs business hours (where a 3<sup>rd</sup> party is involved), helpdesk shall agree with the affected service the provision of bulk UCP web portal credentials</li> </ol>	<ol style="list-style-type: none"> <li>1.Helpdesk Project Manager</li> <li>2.Helpdesk Project Manager</li> <li>3.Head of Programme</li> </ol>
<p><b>Subsequent Actions</b></p>	<p><b>Responsibility</b></p>
<p>Where immediate and interim actions have been completed</p> <ol style="list-style-type: none"> <li>1. UCP Head of service shall request hourly updates from Better in line with the escalation procedure detailed in the Better OneLondon Technical playbook V1.0.3.2</li> <li>2. UCP Head of Programme shall keep Programme Director and clinical</li> </ol>	<p>Head of Programme</p>

Leads informed of progress towards resolving the P1 incident from Better, in line with the escalation procedure detailed in the Better OneLondon Technical playbook V1.0.3.2	
<b>External contacts and timescales</b>	<b>Responsibility</b>
Where a P1 incident is confirmed.  1. UCP HOP and PD, shall agree on a website broadcast message, together with the affected service (should this be required) and timings for the message publication	Head of Programme

<b>Core Function 3</b>	<b>UCP Helpdesk Provision</b>		
<b>Location</b>	120 The Broadway		
<b>Risk</b>	Helpdesk provision impacted by connectivity issues.		
<b>Risk Score</b>	<b>Impact</b>	Major	<b>Overall Score</b>
	<b>Likelihood</b>	Medium	

<b>Immediate Actions</b>	<b>Responsibility</b>
SWL Network Issue  1. Escalate to SWL support services if network issue and follow step 2 2. Access Zendesk and User Management via public internet  Zendesk issue 1. Escalate issue to Better via email <a href="mailto:support@better-care.zendesk.com">support@better-care.zendesk.com</a> 2. Deactivate standard telephone message and manage telephone calls directly  User Management Issue 1. Escalate issue to Better via email <a href="mailto:support@better-care.zendesk.com">support@better-care.zendesk.com</a> 2. Escalate to Head of Service if issue not resolved within 24 hours	Helpdesk Project Manager
<b>Interim Actions</b>	<b>Responsibility</b>



Where there is a loss of helpdesk provision due to loss of user management functionality, in particular web portal access	Helpdesk Project Manager
<ol style="list-style-type: none"> <li>1. Helpdesk shall suggest other access routes to the requester, such as HIE pdf, where the requester has access to their local HIE</li> <li>2. After 24hrs, UCP staff must inform the requester of delay in account provisioning.</li> </ol>	
<b>Subsequent Actions</b>	<b>Responsibility</b>
Where there is a loss of helpdesk provision due to loss of Zendesk functionality	Head of Programme
<ol style="list-style-type: none"> <li>1. UCP Management should consider additional staffing to manage the volume of calls received via the telephone line.</li> </ol>	
<b>External contacts and timescales</b>	<b>Responsibility</b>
Where there is a loss of helpdesk provision due to Zendesk issues, the UCP shall	Transformation Manager - Communications
<ol style="list-style-type: none"> <li>1. Update the Contact page of the UCP website, with a standard comms message. (The UCP Helpdesk is experiencing a connectivity issue. This is likely to result in a delay in managing enquires.</li> </ol>	

<b>Core Function 4</b>	<b>UCP Helpdesk Provision</b>		
<b>Location</b>	120 The Broadway		
<b>Risk</b>	Helpdesk provision impacted by reduced staffing levels		
<b>Risk Score</b>	<b>Impact</b>	Significant	<b>Overall Score</b>
	<b>Likelihood</b>	Medium	

<b>Immediate Actions</b>	<b>Responsibility</b>
SWL Network Issue	Helpdesk Project Manager
<ol style="list-style-type: none"> <li>1. Escalate to SWL support services if network issue and follow step 2</li> <li>2. Access Zendesk and User Management via public internet</li> </ol>	
Zendesk issue	

<ol style="list-style-type: none"> <li>1. Escalate issue to Better via email <a href="mailto:support@better-care.zendesk.com">support@better-care.zendesk.com</a></li> <li>2. Deactivate standard telephone message and manage telephone calls directly</li> </ol> <p>User Management Issue</p> <ol style="list-style-type: none"> <li>1. Escalate issue to Better via email <a href="mailto:support@better-care.zendesk.com">support@better-care.zendesk.com</a></li> <li>2. Escalate to Head of Service if issue not resolved within 24 hours</li> </ol>	
<b>Interim Actions</b>	<b>Responsibility</b>
<p>Where there is a loss of helpdesk provision due to loss of user management functionality, in particular web portal access</p> <ol style="list-style-type: none"> <li>1. Helpdesk shall suggest other access routes to the requester, such as HIE pdf, where the requester has access to their local HIE</li> <li>2. After 24hrs, UCP staff must inform the requester of delay in account provisioning.</li> </ol>	Helpdesk Project Manager
<b>Subsequent Actions</b>	<b>Responsibility</b>
<p>Where there is a loss of helpdesk provision due to loss of Zendesk functionality</p> <ol style="list-style-type: none"> <li>1. UCP Management should consider additional staffing to manage the volume of calls received via the telephone line.</li> </ol>	Head of Programme
<b>External contacts and timescales</b>	<b>Responsibility</b>
<p>Where there is a loss of helpdesk provision due to Zendesk issues, the UCP shall</p> <ol style="list-style-type: none"> <li>1. Update the Contact page of the UCP website, with a standard comms message. (The UCP Helpdesk is experiencing a connectivity issue. This is likely to result in a delay in managing enquires.</li> </ol>	Transformation Manager - Communications

<b>Core Function 5</b>	<b>UCP Helpdesk Provision</b>
<b>Location</b>	120 The Broadway
<b>Risk</b>	Helpdesk provision impacted by website downtime, meaning users unable to log support tickets

<b>Risk Score</b>	<b>Impact</b>	Significant	<b>Overall Score</b>
	<b>Likelihood</b>	Low	2

<b>Immediate Actions</b>	<b>Responsibility</b>
<p>SWL Network Issue</p> <ol style="list-style-type: none"> <li>1. Report issue to Head of Programme</li> <li>2. Escalate issue to UCP website provider Verve</li> <li>3. Deactivate standard telephone message and manage telephone calls directly</li> </ol>	<ol style="list-style-type: none"> <li>1.Helpdesk Project Manager</li> <li>2&amp;3Transformation Project Manager - Communications</li> </ol>
<b>Interim Actions</b>	<b>Responsibility</b>
<p>Where there is a loss of helpdesk provision due to loss of web site enquires form functionality</p> <ol style="list-style-type: none"> <li>1. Update the Contact page of the UCP website, with a standard comms message. (The UCP Helpdesk is experiencing a connectivity issue. This is likely to result in a delay in managing enquires.</li> </ol>	Transformation Manager - Communications
<b>Subsequent Actions</b>	<b>Responsibility</b>
<p>Where there is a loss of helpdesk provision due to loss of automatic ticketing on Zendesk</p> <ol style="list-style-type: none"> <li>1. UCP Management should consider additional staffing to manage the volume of calls received via the telephone line.</li> </ol>	Head of Programme
<b>External contacts and timescales</b>	<b>Responsibility</b>
<ol style="list-style-type: none"> <li>1. Interim Action 1</li> </ol>	Transformation Manager - Communications

### BCP Testing Strategy

A business continuity plan needs to be continuously monitored and tested for gaps or obstacles inherent with the plan. Stakeholders (users, suppliers and partners) exercise how to approach an emergency and find gaps in the plan to address where it needs improvement.

## **Testing Methods**

### **Plan Review**

Key stakeholders along with department heads, shall conduct a table-top review of the BCP which consists of analysing the Business Continuity Plan and discussing potential improvements, as well as making sure contact information is up-to-date, recovery contracts are still in place and effective, and applicable business continuity and disaster recovery scenarios are appropriately covered.

A plan review may also include training new managers on plan details so they can pass that knowledge down to their teams.

### **Tabletop Exercise / Structured Walk Through**

BCP Tabletop Test is a scenario-based role-playing exercise. The objective is to ensure all critical personnel in your organisation are aware of and familiar with the BCP, as well as their role in a disaster/event. Tabletop testing will involve discussion of one or more disaster scenarios, and subsequent response procedures will be reviewed, responsibilities outlined, and process improvements uncovered.

### **Walk-Through Drill/Simulation Test**

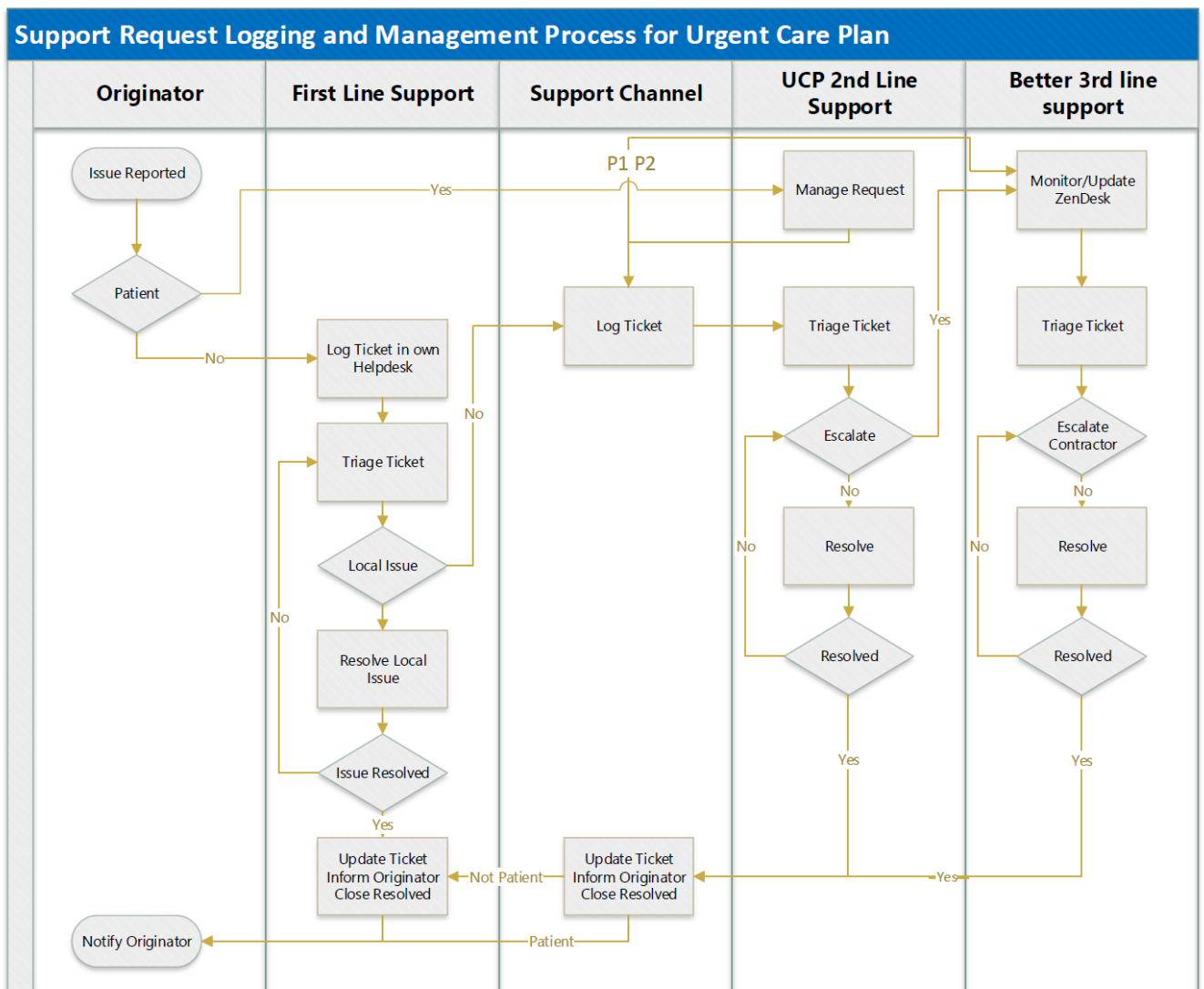
BCP Walkthrough Drill/Simulation Test is a more hands-on version of the tabletop exercise. Whereas a Tabletop Test usually consists of sitting around a table and discussing plan details, the Walk-Through/Simulation Test incorporates actual critical personnel, any employees that would be involved in a BCP event should now be involved in the testing process. A Walk-Through Test may also include validation of response processes/systems, a simulated response at alternate locations, and varying degrees of actual notification and resource mobilisation.

## Testing Frequency

Testing Method	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Plan Review	✓				✓				✓			
Table-Top Review		✓				✓				✓		
Simulation Test				✓				✓				✓

## List of Appendices

### Appendix 1



## Appendix 2

Better OneLondon Technical playbook V1.0.3.2



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Technical Support P