

Business Continuity Exercise Services and Suppliers

NHS England – Emergency Preparedness, Resilience and Response (EPRR)

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Elements of Business Continuity Management



Aim

- To provide delegates with an opportunity to evaluate and enhance the operational effectiveness of the business continuity plans (inputs & outputs) and provide learning opportunities.

Objectives

- To facilitate learning opportunities
- To enable delegates to identify the strengths and weaknesses of the business continuity plans
- To assess the interoperability of the business continuity plans and use subsequent learning to outline further enhancements

Ground Rules

- Please nominate a scribe
- The exercise should be viewed as an opportunity to rehearse the responses in the plan and to identify problems - and potentially make mistakes - in a safe environment
- Any comments, problems, issues or other contributions made should be captured in helping improve the plan.

Exercise Background

Many NHS services are designed and delivered utilising numerous suppliers and integrated pathways. Consequently, the complexities of some service designs, heightens the potential for one or more elements of the service to be affected, leading to partial or complete loss. The impacts could range from:

- Partner or supplier failure (temporary or permanently)
- Potential loss of quality of service
- Losing control over service (delivery and standards)
- Patient Pathways e.g. Loss of IT software in supporting patients
- Financial impacts – Loss of service due to bankruptcy
- Procurement issues (specialist services with limited availability or choice)

Inject One

In a shock announcement today, Acme Link (The NHS supply chain provider) have called in an Administrator. Consequently, vital equipment and deliveries are stranded within regional transport hubs and local depots.

The NHS procurement system has also crashed, the cause is unknown at this stage.

Considerations

- What are the immediate concerns and actions required?
- Who should be informed and why?
- What are the next steps, evaluate the options?



Add Timeframe

Inject Two

Plus 24 Hrs.

All existing orders placed and dispatched within the last 72 hours will remain undelivered for the foreseeable future. The Department of Health and Social Care (DHSC) is holding urgent negotiations with the administrators and making arrangements for interim delivery companies. It is expected that it will take at least 48 Hrs to bring the delivery system and hauliers on stream.

The NHS procurement system is now partially operational, the collapse was caused by a surge in demand.

The server needs replacing, the IT team are unsure when this will be. Although aware this could take weeks. Therefore there would be a reduction in service for this period of time.

Considerations

- What are the immediate actions required?
- What are your interdependencies (inputs & outputs)
- Who should be informed and why?
- What are the next steps, evaluate the options?



Inject Three

The administrators, Ernie & Younger have secured a buyer for Acme Link, all assets and prior orders will be released, although back orders could take up to five working days to reach the NHS organisations. There will be no prioritisation of the orders due to the volume of back orders.

The NHS procurement system is now fully operational.

Considerations

- What are the next steps, evaluate the options
- What are the prioritised activities
- Who are your interested parties
- Who will you continue to liaise with and why
- What are your interdependencies (inputs & outputs) and how will the impact be managed
- What is the key element of your plan for managing the recovery.



Add Timeframe

Review

Scenarios tested:

- Horizon scanning to risks
- Understanding of plan activation procedures and communication
- Review of what is within the plans to help identify:
leadership, interdependencies, and mitigation
- Recovery of services

Feedback

- What actions did we capture as a result of this exercise?
- What do we see as the next steps?

Questions

