

Business Impact Analysis (BIA)

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1. Introduction

This document has been adapted from the NHS England Business Continuity Management Toolkit.

The purpose of the original document is to assist those who are developing a Business Continuity Plan for their organisation. This version has been adapted for use within Southern Health NHS Foundation Trust and for our NHS Funded providers.

This template is produced in the spirit of ISO 22301 & 22313 but focusses on the priorities in which the NHS England EPRR Core Standards are set around.

Further guidance on the wider subject Business Continuity can be sort from:

- NHS England Region/Area/Directorate Business Continuity Leads
- The NHS England [National Support Centre Business Continuity Team](#)
- The [NHS England Business Continuity Management Framework \(service resilience\) 2013](#)
- The [NHS England Preparedness Framework 2013](#)
- **ISO 22301** Societal Security - Business Continuity Management Systems – Requirements
- **ISO 22313** Societal Security - Business Continuity Management Systems – Guidance
- **PAS 2015** - Framework for Health Services Resilience
- **Business Continuity & Resilience Manager** – Southern Health NHS Foundation Trust
- **Environmental Sustainability Manager** – Southern Health NHS Foundation Trust

Southern Health NHS Foundation Trust will develop and maintain a Business Impact Analysis (BIA) for **each** service. Included within this document are fields which relate to environmental impacts. Please also complete these areas as this will in addition to supporting the BIA also support the Trust's Environmental Strategies.

This document also contains a staff mapping tool that can be used to gather information to facilitate workforce capability and capacity management in the event of a business disruption.

2. Supporting information

This section provides some background information to assist the EPRR leads to complete Business Impact Analysis (BIA).

NHS Mail

Provided by the Health and Social Care Information Centre

The disaster recovery solution is based on dual-site, geographically separated data centres with active and standby nodes of all infrastructures in the primary data centre. Data is synchronised across all three instances of the infrastructure so if a component fails in the primary data centre it will fail over to the standby node in the same data centre. If the data centre suffers a full outage, the service will fail over to the secondary data centre.

Buildings

Provided by SHFT or via NHS Property Services or Contracts with other providers

*SHFT Estates and facilities will work with NHS Property Services to explore potential strategies for managing a loss of building. EPRR leads are encouraged to discuss disaster recovery locations with their local Estates and facilities lead. There **may be** local arrangements already in place for providing alternative premises in the event of a building failure.*

Business Continuity Risk

The key risks to the organisation achieving its objectives can be found in the Board Assurance Framework along with the Board papers. Operational risks will be held within directorates. Drawing on material from all directorates, an executive risk management group will have an overview significant risks, take actions where needed and bring the most significant strategic risks to the attention of the Board. Remember Contingency Plans under the CCA are based on local risks, for which the Trust must be aware and include within the Risk monitoring processes.

Therefore those Risks that are identified as part of the business continuity management process should be managed in line with the organisation and directorates processes and procedures.

Prioritised activities

Prioritised activities are those to which priority must be given following an incident in order to mitigate impacts. It may be that an activity can be suspended initially but later it becomes a priority. For example a task that must be completed at certain intervals rather than on continuous basis. Examples of prioritised activities are: –

- Incident Response
- Media communications

Examples of activities that can be completed at certain intervals are:-

- Reporting to National Bodies
- Freedom of information requests
- Complaints
- Parliamentary questions

Examples of environmental impacts:-

- Pollution incident, for example spillage from oil storage tank
- Chemical spillage
- Noise pollution

Examples of climate change impacts:-

- Extreme weather events: flooding, heat wave, severe cold spell, storms

3. Department / team / service information

Reference Number:		001
1.	Name of author:	Joe Bloggs
2.	Job title of author:	Operations Manager
3.	Author telephone and e-mail:	01234 567890 j.bloggs@anytrust.nhs.uk
4.	Date:	06/06/2014
5.	Business Continuity Lead:	J Bloggs
6.	Name and description of service and location:	
Community Health Team - Provides locality based multi-professional Rehabilitation, Community Nursing and Community Matron and Case Management to adults and older people with physical disabilities aged 18 and above		

4. Prioritised Activities

The first part of the *Business Impact Analysis* is to identify the prioritised activities of the department/team/service. Prioritised activities are those to which priority must be given following an incident in order to mitigate impacts. Under BS 25999 they were referred to as critical or time-critical functions. **Red** activities are the highest priority because those that must be continued, **Amber** activities are those which could be scaled down if necessary and **Green** activities are those which could be suspended if necessary

7.	List the prioritised activities undertaken	Tick as appropriate			Responsible Officer
		Red	Amber	Green	
i.	Referrals	Y			J Bloggs
ii.	Home visits	Y			J Bloggs
iii.	Staff Assessments		y		J Smith
iv.					
v.					

It may be that an activity can be suspended initially but later it becomes a priority. For example a task that must be completed at certain intervals rather than on continuous basis. Use the table overleaf to record the impact of the loss of an activity for different lengths of time and identify where this length of disruption would be acceptable to the organisation and its stakeholders.

9. Impact of disruption to prioritised activities														
Prioritised Activity	Length of disruption	Category of Impact (please tick)									Comment	Score ¹	Tolerable (Yes or No)	
		Financial	Service delivery	Reputation	Health and safety	Environmental	Information security	Statutory or regulatory duty	Business objective	Supplier				
i.	Up to ½ day		X	X	X		X	X						No
	½ day to 1 day													
	1 day to 1wk													
	1wk to 1mth													
	1mth to 3mths													
ii.	Up to ½ day		X	X	X									No
	½ day to 1 day													
	1 day to 1wk													
	1wk to 1mth													
	1mth to 3mths													
iii.	Up to ½ day													
	½ day to 1 day													
	1 day to 1wk													
	1wk to 1mth			X	X									Yes
	1mth to 3mths													

1. 1=Negligible, 2=Minor, 3=Moderate, 4=Major, 5=Catastrophic

9. (continued) Impact of disruption to prioritised activities													
Prioritised Activity	Length of disruption	Category of Impact (please tick)									Comment	Score ²	Tolerable (Yes or No)
		Financial	Service delivery	Reputation	Health and safety	Environmental	Information security	Statutory or regulatory duty	Business objective	Supplier			
iv.	Up to ½ day												
	½ day to 1 day												
	1 day to 1wk												
	1wk to 1mth												
	1mth to 3mths												
v.	Up to ½ day												
	½ day to 1 day												
	1 day to 1wk												
	1wk to 1mth												
	1mth to 3mths												

Some activities will be of greater priority at different points in the year, for example, certain financial processes will be need to be prioritised at financial year end.

² 1=Negligible, 2=Minor, 3=Moderate, 4=Major, 5=Catastrophic

1=Negligible	2=Minor	3=Moderate	4=Major	5=Catastrophic
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Do your prioritised activities vary at different times of the month or year? Please explain

Service Provision is dependent on the number of new service users that the Trust takes on and on our staffing levels .

5. Business Continuity Risks

The table below includes a number of scenarios that present a risk to the organisation. Consider these scenarios and decide whether or not they present a risk to the prioritised activities that you provide. For example, if your service is paperless it is unlikely that a loss of paper records will have an impact. Please add any other scenarios that are relevant to your service.

Which of the following hazards and threats are relevant to your department or service?			
Ref	Hazard of threat	Y or N	Why?
1	Fire or flood	Y	Provide a community service with service users in their own properties. Either routes to and from or service users premises could be affected by flooding
2	Loss of electronic records	Y	Some Patient records stored electronically
3	Loss of paper records	Y	Needed for patient care
4	IT systems/application failure	Y	Reliant on IT to discharge duties
5	Mobile telephony failure	Y	Critical in community care provision
6	Major IT network outage	Y	Reliant on IT to discharge duties
7	Denial of premises	Y	Access needed for equipment and access to IT
8	Terrorist attack or threat affecting the transport network or office locations	N	
9	Theft or criminal damage	N	
10	Chemical contamination or pollution incident, such as oil spillage	N	
11	Serious injury to, or death of, staff whilst in the offices	N	
12	Significant staff absence or disruption to patient access due to severe weather or transport issues	Y	Staff needed to visit service users in the community, low staff will disrupt service provision
13	Infectious disease outbreak	Y	Staff needed to visit service users in the community, low staff will disrupt service provision
14	Simultaneous resignation or loss of key staff	N	
15	Industrial action	N	
16	Fraud, sabotage or other malicious acts	N	
17	Violence against staff	N	
18	<i>Please add any other relevant threats</i>		

The Civil Contingencies Act (CCA) regulations and guidance (chapter 6, 6.74) identifies five broad strategy options that could be considered when developing your risk reduction strategy:

- Do nothing: if the risk is deemed to be acceptable by senior management they may choose to do nothing. This may be suitable for an event with a very low probability of occurrence, such as an earthquake.
- Changing, transferring or ending the process: consideration must be given to fulfilling any statutory duties and any insurance or reputation ramifications as a result of a third party failing to deliver.
- Insurance: may provide some financial cover but cannot protect the reputation of the organisation and other associated losses.
- Loss mitigation: putting in place procedures to eliminate or reduce the risk, such as installing smoke alarms.
- Business Continuity Planning: putting in place arrangements that allow for the recovery and continuity of key business processes within a pre-identified time frame.

The table overleaf is based on the NHS England Risk Register from the *Risk Management Policy and Procedures*. Please complete this table and ensure that any risks you have identified are escalated in line with the risk

management system. Please use the reference number from the left hand column of the table above in order to complete the table overleaf.

Risk Assessment										
Ref	Date reviewed	Existing controls	Impact	Likelihood	RAG status	Senior Responsible Officer	Mitigating Actions	Risk Owner	Date for review	Residual risk
								J Bloggs		

Risk mitigation overview

In this table plot the risks using the impact and likelihood scores. This gives you an overview of the level of risk to your prioritised activities. You may also find it helpful to plot the risks based on the scores that you plan to achieve through the risk mitigation strategies that you have identified.

Very high	5	10	15	20	25
High	4	8	12	16	20
Medium	3	6	9	12	15
Low	2	4	6	8	10
Very low	1	2	3	4	5
Impact Likelihood	Rare	Unlikely	Possible	Likely	Almost certain

Negligible	Minor	Moderate	Major	Catastrophic
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6. Continuity Requirements Analysis

The purpose of this section is to identify what is required in order to deliver your prioritised activities and it is this information that will form the basis of the recovery plan. This section must be completed where the risks to the service cannot be removed or reduced to an acceptable level through other mitigating actions.

Prioritised Activity	Recovery time objective (RTO) ³	Premises required to restore the service	Technology required to restore the service	Information required to restore the service	Recovery Point Objective (RPO) ⁴	Supplies required to restore the service	Stakeholders required to restore the service	Maximum Tolerable Period of Disruption (MTPoD) ⁵
i.	1 hour	Office	Blackberry	Number of users in team	1 hour		ICT	2 hours
ii.								
iii.								
iv.								
v.								

³ The RTO is the period of time following an incident within which an activity must be resumed

⁴ The RPO is the point to which information used by an activity must be restored to enable the activity to operate on resumption

⁵ The MTPoD is the time frame during which a recovery must be affected before an outage compromises the ability of to achieve the organisation's business objectives and/or survival, also referred to as the *Maximum Acceptable Outage*.

7. Staff Mapping Tool

The reason for mapping staff skills is to facilitate redeployment in an incident. If you have identified staff who ordinarily are involved in activities that are not an immediate priority but have the appropriate pre-requisites to work in an immediate priority area the organisation would aim to move them around in order to cover absence or supplement a team that is dealing with a sudden increase in workload.

This information will also be used to identify where as an organisation there is a shortage of some certain essential skills so this can be addressed.

In the table below you should list the minimum number of staff, skill-set, competencies and qualifications required to deliver prioritised activities. If none of your activities fall into these categories please leave the table blank.

		Prioritised Activity:				
		i.	ii.	iii.	iv.	v.
<i>Business as Usual No. of Staff⁶</i>		20				
<i>Minimum no. staff required</i>		5				
Skill / Competency / Qualification						
	Qualified Community Nurse	5				

⁶ The number of whole time equivalent (WTE) staff

Starting in the second column from the left, list the skills, competencies and qualifications required for the organisation’s highest priority activities. This information will be gathered from each area completing the table above.

The table below should be used to record the relevant skills that are held by members of your department/team/service.

Employee Name	Skill / Competency / Qualification						
	First Aid	AED Trained	4 x 4 driver	Fluency in languages	Fire Warden		
Joe bloggs	Yes	Yes	Yes	No	No		
J Smith	Yes	Yes	Yes				

The final table asks for some personal and work information for each member of your department/team/service. This table must only be completed with the explicit permission of the individual members of staff and the information included must be treated in confidence.

Employee Name	Main place of work (where does this employee usually work from)	Does the member of staff depend on public transport to get to work? (Yes or No)	Does the member of staff depend upon vehicle fuel to get to work? (Yes or No)	Can the member of staff work from another office location? (Yes or No)	Can the member of staff work from home with a work laptop and VPN (remote access)? (Yes or No)	Can the member of staff work from home using a personal computer? (Yes or No)
Joe Bloggs	Tatchbury Mount	No	Yes	No	No	No
Jo Smith	Tatchbury Mount	Yes	No	Yes	Yes	Yes

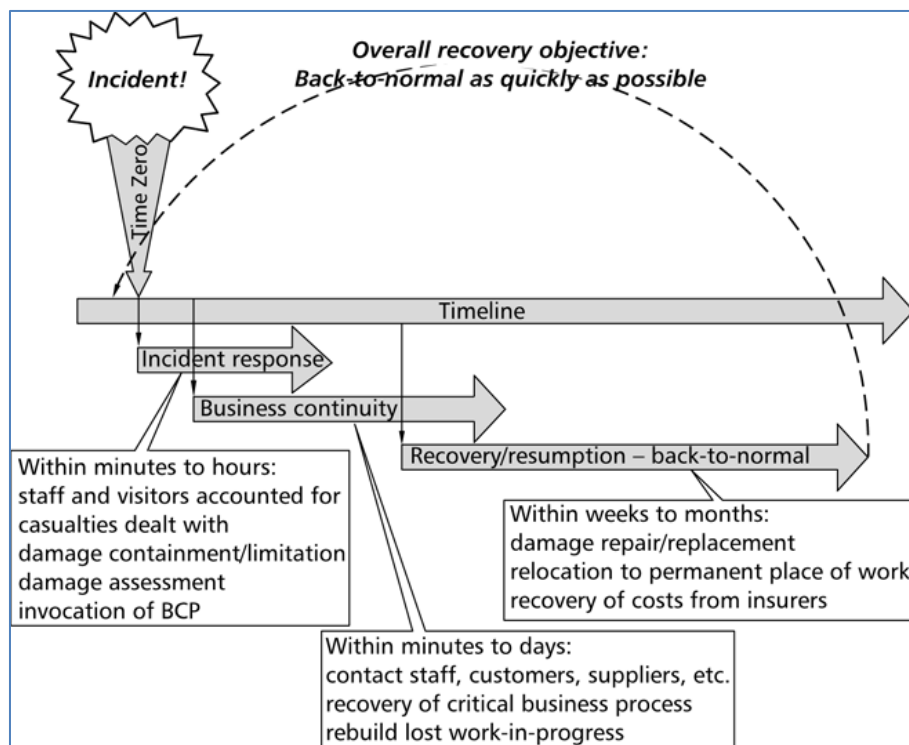
8. Beyond the BIA

This section explains how the information gathered through the BIA informs business continuity planning.

Business Continuity Plan (BCP)

The BC plan will details the alert, triggers for activation, activation process, roles and responsibilities for Incident Commanders, Incident managers, incident Coordination Centre operations, communications, recovery requirements, stand-down and resumption of business as usual.

The BCP covers the three phases of an incident. The information gathered through the BIAs will inform the business continuity phase of an incident by providing the decision maker with an overarching situational status of the organisation and from which strategic decisions can be made about which services will be Enhanced, Reduced or Suspended.



Source: PD 25888:2011

Incident Response Phase

Health organisations have to have an *Incident Response Structure (IRS)* in place for managing the incident response phase on a business disruption. The IRS will be devised by BC lead, with the EPRR Working group. EPRR leads should work with the Business Continuity and Resilience Manager to ensure that there is a coordinated approach.

Business Continuity Phase

A Prioritised Activity Recovery Plan (PARP) will be completed for each of the prioritised activities by the EPRR Lead locally with the team responsible for the activity. PARPs will give

details of the resources required and plans that have been put in place to recover priority activities to the required level within a defined timeframe in order to minimise overall disruption to the organisation and its stakeholders. The continuity requirements for prioritised activities have been identified during the BIA. In order to complete the PARPs EPRR leads will need to identify how the required resources will be made available. EPRR leads will provide information about PARP's to the BCRM who will be responsible for incorporating PARPs into the Trust's overarching BC plan.

Recovery and Resumption Phase

The BCP will provide a framework for managing the return to business as usual.