

ASSINIBOINE REGIONAL HEALTH AUTHORITY BUSINESS CONTINUITY PLAN

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PREAMBLE

This section of the manual suggests steps the Assiniboine Regional Health Authority may take to provide minimum acceptable levels of care to clients during a catastrophic situation caused by the failure of one, or a combination of all essential services in Assiniboine Region. Essential Services are defined as Hydro, Water, Sewer, Communications, and Heating.

PURPOSE OF CONTINUITY PLAN

The purpose of this section is to provide Program staff and facility staff with guidelines and direction for their use in a Disaster related event. As they are guidelines only, they are subject to review prior to, during and after a disaster related event.

The overall objectives of this Continuity Plan include:

- No loss of life or significant medical hardship
- Essential community needs continue to be provided
- Business continues as usual or resumes quickly
- Confidence in the RHA is maintained

IMPLEMENTATION

Implementation checklists are found on pages 5-39. This implementation guide is based on a 24-hour plan, which may be extended into a seven- (7) day plan, if required.

MITIGATION

- Staff shall be appraised of, and/or review
 - Business Continuity Plan
 - Regional Disaster and Emergency Response Plan
 - Routine Precautions
 - Location of Emergency (Protected Line) Phone
 - Elevator evacuation procedures (if applicable)

ASSUMPTIONS

- Staff shall be familiar with the ARHA Disaster and Emergency Response Plan
- Staff shall know the location of the Emergency Protected Phoneline (Appendix BC1)
- Volunteer assistance cannot be relied upon due to the nature of a disaster, lack of skills required, or availability.
- Only clients requiring emergency admission will be accepted into acute care facilities.
- All clients will be reviewed daily for possible discharge.
- Personal care homes may continue to admit new clients with a priority for clients from acute care during the transition period.
- The Area Manager or Coordinator will determine what skill sets are needed to provide safe care and the number of staff required based on information from staff.
- There will be a plan for pickup and delivery of mail and similar items.
- The Area Manager or Coordinator will delegate staffing responsibilities to the priority areas
- Certain operations and/or services may be suspended or altered.
- Telephone usage should be limited to emergency use only during a Disaster related event.
- The Coordinator or designate will be responsible for securing emergency and other “out of the ordinary” supplies, as identified by the staff.
- Regional staff should report to the labour pool . Staff may be assigned tasks other than their regular jobs and/or asked to assist in other areas, should the magnitude of the event warrant
- Families will continue to remain responsible for their own family members receiving home care services. Acute facilities shall provide the backup only for high risk cases that cannot be safely maintained in the community
- If there are no essential services/ resources available (i.e. natural gas, hydro, water, sewer, etc.) then the Continuity Plan will not be adequate to address care needs. The CEO or designate will be responsible to declare that the Provincial Disaster Emergency Preparedness Plan takes precedent.
- It is recognized that increased usage of disposable items will increase the demand on garbage removal
- Occurrence reports will be completed as necessary
- All departments will switch to manual functions as required and as necessary during an event.

DEFINITIONS AND TERMINOLOGY

Disaster Event-	Defined as loss of utility services required. The loss of these services may threaten the ability to maintain safe environments for the provision of care to clients
Runner	The person assigned the function of getting information from place to place in the absence of normal communication methods. This may be internal or external to the facility
Protected Phone Line	Telephone lines that should continue to operate in the absence of normal communication methods

SUPPLIES

One of the primary concerns in a Disaster event is the ability to obtain those supplies necessary to continue to operate. The procurement of supplies should occur prior to a known potential event.

The Area Manager, Coordinator, and local Support Services staff are to:

- Assess the minimum additional supplies required to continue service delivery for the first seven days.
- Secure supply delivery mechanisms through direct liaison with suppliers and/or other facilities

SERVICES

In the event that insufficient numbers of individuals are available to staff any of the identified services, the Area Manager or Coordinator should notify the Regional Executive immediately.

Each service is listed on a separate page so that the pages can be removed and easily distributed as required.

ALL DEPARTMENTS

NO HYDRO	Actions Required
	Contact Building Maintenance to report failure
	Notify Coordinator
	Attempt to determine the extent and length of the outage
	Ensure all non essential equipment is turned off.
	Initiate use of alternate light sources ie. Flashlights etc.
	Modify duties according to priority and functioning equipment

NO WATER	Actions Required
	Contact Building Maintenance to report failure
	Notify Coordinator
	Attempt to determine the extent and length of the problem
	Ensure all non-essential equipment is turned off.
	Initiate plan for minimized water usage
	Activate alternate hand washing methods (waterless soap)
	Minimize sanitary system waste
	Modify duties according to priority and functioning equipment

NO WASTE REMOVAL	Actions Required
	Contact Building Maintenance to report problems
	Notify Coordinator
	Attempt to determine the extent and length of the problem
	Initiate plan to use alternate waste disposal systems
	Minimize sanitary system usage
	Plan to minimize water usage
	Obtain additional garbage bags
	Modify duties according to priority and functioning equipment
	Garbage will be conveyed to the public dump by the usual method. If this fails, vehicles designated by Coordinator will transport the garbage.

NO COMMUNICATION	Actions Required
	Contact Building Maintenance to report problems
	Attempt alternate use of communications (cellphone, 2 way radio, FleetNet)
	Attempt to determine the extent and length of the outage
	Use runners
	Contact Coordinator
	Initiate manual systems for tracking essential information
	Modify duties according to priority and functioning equipment

NO ALARM SYSTEMS	Actions Required
	Contact the Building Maintenance to report failure
	Notify the Coordinator and local fire department
	Remain alert for notification on fire alarm system status
	Notify the staff and establish a fire watch (form F2)
	Modify duties according to priority and functioning equipment

EMERGENCY COORDINATOR

(Essential in a Disaster Event)

DEFINITION:

The Nurse in Charge will act as the Emergency Coordinator until the Coordinator or Area Manager reaches the facility. At that time the Coordinator or Area Manager will assume the role of the Emergency Coordinator.

MITIGATION

- Staff will be familiar with the Business Continuity Plan.
- New employees will be oriented to the plan by the Coordinator or Area Manager.

EMERGENCY COORDINATOR	
IN ALL EVENTS	Actions Required
	Notify Area Manager
	Contact utilities or designate staff to do so, regarding extent of outages and expected time of repair
	Assign resources
	Activate portions of the Plan based on information (ie: CODE GREEN-Evacuation)
	Consult with departments regarding resources
	Obtain necessary resources (ie. staff, supplies, equipment, etc)
	If any type of essential services is interrupted, use protected lines to communicate with community administration.
	Report all deaths and serious incidents to the RHA EOC, including thorough documentation
	Arrange for the pick up of essential supplies from other locations/facilities.
	Arrange for pick up of medications as specified by the Pharmacy and ensure security measures are in place.
	Designate vehicles as required to provide transportation of supplies, food, laundry, mail and the disposal of garbage.
	Contact Ham Radio operator
	Contact and advise ARHA Executive of any problems causing a disruption of services.

MAINTENANCE

(Essential in a Disaster event)

- To ensure safe operation of physical plant. Maintenance will be the primary contact for any plant operation issues.
- To ensure that any functions that have direct client or staff safety implications (ie. essential plant equipment repair needs; and snow removal) remain a priority.
- To ensure removal of refuse and safe incineration of waste materials where applicable.

MITIGATION

- If backup generator is available, ensure generator is in working order
- Inform staff of what load capacity generator can handle, and what zones, equipment will/will not work if hydro source is generator, and length of time generator will operate.
- Orientate staff to the existing emergency power distribution grid
- Communicate to the staff the means to identify outlets supplied under emergency power
- Ensure alternate sources of light
- Identify alternate water supply
- Establish plan for alternate fire watch system to be in place in event fire alarms do not work.
- In the event that evacuation procedures are initiated, Building Maintenance is responsible for ensuring the safety/ security and maintenance of the building, property and grounds. There shall be a plan in place for the post evacuation period. Evacuation may be internal or external to the building.

MAINTENANCE

NO HYDRO	Actions Required
	Attempt to determine projected extent and/or length of outage-Contact Hydro and advise Coordinator
	Maintain a detailed log of actions, events etc.
	Ensure backup generator is operating, if available
	Monitor heat loss of the building.
	Initiate alternate method of communication with Coordinator and other staff if applicable.
	Check building ventilation systems.
	Initiate security measures
	Initiate alternate methods of supply distribution
	If elevator not operational, determine all compartments are empty. If no, contact Fire Department and assist as required
	Obtain alternate light sources (flashlights etc.)
	Obtain additional batteries, distribute as required
	Post signs by fountains and sinks, if water is not safe for human consumption.
	Initiate alternate method of handling waste materials normally disposed of with incineration
	Use alternate times to incinerate waste materials as required
	Advise Coordinator of skill sets required to ensure safe plant operations throughout the event

NO WATER	Actions Required
	Determine extent and projected length of outage and advise Coordinator
	Maintain a detailed log of actions, events etc.
	Contact Town or Village
	Consider draining water lines
	Monitor boiler system closely to ensure safe operations.
	Initiate tests to ensure water is safe for consumption.
	Initiate use of disposable goods where appropriate
	Advise Coordinator of skill sets required to ensure safe plant operations throughout the event

NO WASTE REMOVAL	Actions Required
	Attempt to determine extent and projected length of outage and advise Coordinator
	Maintain a detailed log of actions, events etc.
	Attempt to obtain additional dumpsters, receptacles etc.
	Contact Town Administration to ensure lift stations are working Town Contact # _____
	Initiate plan to use alternate methods of waste removal
	-Bio-hazard materials (shall be clearly marked)
	-Solid waste materials- extra dumpsters, receptacles
	-Liquid waste materials
	Waste removal may be suspended in certain areas, or non-direct care staff may be requested to perform waste removal tasks
	Contact firm for garbage removal or take to public dump as required. Consultation with Coordinator may be necessary.
	Advise Coordinator of skill sets required to ensure safe plant operations throughout the event

NO COMMUNICATION	Actions Required
	Attempt to determine extent and projected length of outage and advise Coordinator
	Initiate alternate method of communication (runners)
	Maintain a detailed log of actions, events etc.

NO ALARM SYSTEMS	Actions Required
	Attempt to determine extent and projected length of outage and advise Coordinator
	Maintain a detailed log of actions, events etc.
	Use emergency phone to notify the following:
	Coordinator _____
	Local Fire Department _____
	Alarm Maintenance Vendor _____
	Act as Fire Marshall. Advise Coordinator to initiate the following: a) Staffing requirements to monitor fire exits, as loss of alarms will unlock fire doors b) Establish a fire watch in all departments and distribute a Fire Safety Check Sheet to each department (<i>ARHA Disaster Form F2</i>)
	Send communication to all employees in the building that fire emergency notification will be by runner.
	Establish a fire watch, alarm watch.
	Designate personnel to conduct frequent walk-through of the building and document using Fire Safety Check (<i>ARHA Disaster Form F2</i>)

EQUIPMENT FAILURE	Actions Required
	Attempt to determine extent and projected length of equipment failure (unit specific or building wide)
	Determine projected length of time required to restore equipment to normal working condition.
	Advise Coordinator on the above
	Initiate alternate methods of supply distribution
	Contact vendor of equipment, if appropriate.

DIRECT CARE SERVICES (Nursing)

(Essential in a Disaster event)

MITIGATION

- Staff will be familiar with the Business Continuity Plan.

DIRECT CARE SERVICES

NO HYDRO	Actions Required
	Initiate use of alternate method of communication with (2 way radio, etc) - Coordinator - Nurse call systems
	Plug critical equipment into "red or marked" emergency power outlets
	All clients requiring urgent medical/surgical intervention will be transferred to the appropriate acute care facility.
	Deaths and serious injuries will be reported to the Coordinator with documentation.
	Deaths, whether expected or unexpected, will be reported to the physician on-call/in-house.
	Obtain alternate light sources (flashlights etc)
	Institute appropriate manual interventions for IV pumps and/or feeding pumps.
	Institute appropriate manual interventions for vital signs (manual BP cuff, etc)
	Initiate use of disposable care supplies where appropriate and applicable
	Obtain additional supplies (IV supplies, O2, manual suction, bottled water, bath linen, gowns, blankets, batteries
	Initiate alternate method of hand washing (waterless soap)
	Monitor temperature on care unit.
	Ensure that main hallways are free and clear of equipment.

NO WASTE REMOVAL	Actions Required
	Obtain additional garbage bags.

NO COMMUNICATION	Actions Required
	Obtain and initiate alternate method of communication (ie: two way radios, FleetNet, cell phones etc)
	Use runners to check the needs of the direct care areas and support services

EMERGENCY MEDICAL SERVICES (EMS)

(Essential in a Disaster event)

MITIGATION

- Ensure additional oxygen is available
- Ensure a working communications system is available
- Ensure manual operation of station doors
- Staff will be familiar with the Business Continuity Plan

EMERGENCY	MEDICAL SERVICES
NO HYDRO	Actions Required
	Assist in moving clients to areas where staff can provide care, if available.
	Plug critical equipment into "red/ or marked "emergency power outlets
	Deaths or serious incidents will be reported to the RHA EOC by the On-Call Supervisor with documentation.
	Use of additional blankets if required
	Monitor temperature in EMS unit/station
	Check manual opening of bay door (s)
	Obtain any necessary additional supplies (blankets, flashlights, batteries, O2, etc.)

NO COMMUNICATIONS	Actions Required
	Contact EMS On-Call Supervisor to report failure.
	Initiate alternate method of communication with Facility and EMS talk group. <ul style="list-style-type: none"> <input type="checkbox"/> FleetNet <input type="checkbox"/> Cell Phones <input type="checkbox"/> Simplex
	If required, use vehicular message relay system
	Obtain additional radios if necessary

DIAGNOSTIC SERVICES

- Essential that specimens, x-rays and documents reach appropriate diagnostic facilities.
- Only specimens and x-ray required for emergency situations will be performed.

MITIGATION

- Ensure there is an alternate source of light
- Ensure adequate supplies are available
- Orientate staff to existing emergency power outlets
- Staff will be familiar with the Business Continuity Plan

DIAGNOSTICS

NO HYDRO – Imaging	Actions Required
	Arrange transport for specimens, x-rays and documents within Assiniboine Region if possible
	Provide for a manual log for entry of clients
	Plug critical equipment into “red/ or marked” plugs (1 centrifuge and 1 microscope must be plugged in)
	Monitor temperature in work area.
	Obtain additional supplies (flashlights, batteries, forms, gowns etc)

NO HYDRO –Lab	Actions Required
	Arrange transport for specimens, x-rays and documents within Assiniboine Region if possible
	Evaluate the situation to protect equipment
	Remove all slides from slide supply, return to fridge or freezer for storage.
	Drain equipment to prevent freezing if problem appears to be for an extended period.
	Remove the blood from the blood fridge and store in portable coolers.
	Wait until equipment cools down to restart testing.
	Shut down equipment connected to waterlines

NO WATER	Actions Required
NO WASTE REMOVAL	Initiate alternate use for emergency eye washing
	Initiate alternate method of hand washing (waterless soap)
	Obtain additional supplies (bottled water, liquid medium)

HEALTH RECORDS/BUSINESS OFFICE

(Essential in a Disaster event)

- Essential that clients/families/public are greeted and directed appropriately.
- Essential to ensure maintenance and availability of health records for ongoing client care.
- Essential to ensure that complete and accurate health information is submitted to and received from Manitoba Health.

MITIGATION

- Orientate staff to the existing emergency power outlets, if applicable.
- Orientate staff to manual record keeping as required.
- Staff will be familiar with the Business Continuity Plan.

ADMITTING / BUSINESS OFFICE/ RECEPTION / HEALTH RECORDS	
(Business Office staff includes the following: Accounts Payable , Payroll, Scheduling)	
	Actions required
NO HYDRO	
NO COMMUNICATION	
EQUIPMENT FAILURE	
	Plug essential equipment into the emergency power outlets.
	Obtain an alternate light source (ie: flashlights etc.)
	Initiate manual client search methods.
	Initiate handwritten registration and discharge of clients.
	Initiate handwritten clients demographics to replace embossed client cards
	Use communication runner system.
	Initiate handwritten charting.
	Initiate handwritten client registers and reports
	Utilize carbon paper for making copies.
	Defer the non-emergent release of information.
	Notify staff that health record/ transcription services are not available.
	Obtain any additional supplies (ie: paper journals, batteries etc)

RECEPTION RESPONSE

1. It is important to maintain communication at all times. During a disaster it is possible that you may receive calls from concerned citizens, relatives, and/or the media. To avoid misinterpretation of any facts, please handle any inquiries as follows:

a) LISTEN TO THE REQUEST

b) IF AN EMERGENCY:

- Direct call to the appropriate personnel immediately

c) IF NOT AN EMERGENCY;

- Inform the caller that all personnel are in the midst of providing care and when circumstances permit an employee will return the call.
- Forward the message to the following:
 - Information re: clients – Nurse in Charge /Coordinator
 - Information re: the event – Public Information Officer
 - From Media – direct them to the ARHA Public Information Officer.

DO NOT SPEAK TO MEDIA as per ARHA policy.

PHARMACY SERVICES

(Essential in a Disaster event)

- To provide required medications and supplies to existing clients, fill new emergent prescriptions and deliver medications to care units/facilities.
- To provide medications and supplies to PCH's in the event that Purchased Service providers are unable to do so.

MITIGATION

- Staff will be familiar with the Business Continuity Plan
- Increase on-site inventory when there is advanced warning of a potential event.

PHARMACY SERVICES

NO HYDRO EQUIPMENT FAILURE	Actions Required
	Initiate alternate source of light (flashlights etc)
	Initiate use of disposable goods where appropriate and applicable.
	Initiate use of alternate methods of sterilization
	Use runners for communication
	Notify direct care units of potential impact in delivery of medications.
	Maintain manual pharmacy records.

NO WATER NO WASTE REMOVAL	Actions Required
	Initiate use of disposable goods where appropriate and applicable.
	Obtain additional supplies (bottled water, waterless soap)
	Initiate use of alternate methods of sterilization
	Initiate alternate use of water for drinking, drug preparation and emergency eye washing.

NO COMMUNICATION	Actions Required
	Use Runners

NO ALARM SYSTEMS	Actions Required
	Establish watch for equipment with alarms.
	Secure controlled substance vaults or areas.

NUTRITION SERVICES

(Essential in a Disaster related event)

- Continued operation is required to provide food to clients and staff seven days per week. Staff are required to provide safe service. Services required are food preparation and delivery, garbage collection and disposal.

MITIGATION

- Staff will be familiar with the Business Continuity Plan

NUTRITION SERVICES	
NO HYDRO	Actions Required
	Initiate use of a simplified menu cycle if necessary.
	Modify menus according to functioning kitchen equipment
	Use ready to serve convenience food i.e. entrees, proportioned juices, cereals.
	Specialty diets may be modified in consultation with medical staff.
	Disposable materials will be used for meal service, cooking and food distribution.
	Staggered meal service for clients may be considered
	The number of dining areas may be reduced.
	Monitor refrigeration temperature gauges. If temperature goes below safe level, initiate alternate methods of refrigeration for food products.
	Meals on Wheels and Adult Day Program meals may be cancelled.

NO WATER	Actions Required
	Initiate use of a simplified menu cycle if necessary.
	Modify menus according to functioning kitchen equipment.
	Use ready to serve convenience food i.e. entrees, proportioned juices, cereals, bottled water
	Initiate use of disposable materials for meal service, cooking and food distribution.
	Initiate alternate methods of hand washing, (waterless soap)

NO COMMUNICATION	Actions required
	Use runners to check diet activity on direct care units and inform the Coordinator of department status.
	Initiate manual systems for tracking essential dietary information.

HOUSEKEEPING SERVICES

- Continuous operation is required to maintain hygienic and safe conditions.

MITIGATION

- Staff will be familiar with the Business Continuity Plan.

HOUSEKEEPING SERVICES	
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NO HYDRO	Actions Required
	Initiate simplified cleaning routines.
	Cleaning of critical care areas and client bathrooms will be a priority.
	Removal of garbage from non-office areas will be done daily.
	Initiate alternate methods of supply distribution
	Initiate alternate methods of sanitizing equipment

NO WATER	Actions Required
	Initiate simplified cleaning routines.
	Cleaning of critical care areas and client bathrooms will be a priority.
	Initiate use of alternate water source.
	Initiate alternate methods of sanitizing equipment

WASTE REMOVAL	Actions Required
	Arrange for bio-hazardous boxes where applicable.
	Removal of garbage from non-office areas will be done daily.
	Obtain additional garbage bags

CSR SERVICES

(Essential in a Disaster event)

- Continuous operation is required to maintain standards of Infection Control.

MITIGATION

- Staff will be familiar with the Business Continuity Plan.

	CSR
NO HYDRO	Actions required
	Initiate use of disposable goods where appropriate and applicable (dressing trays, K-basins, surgical supplies etc.)
	Initiate use of alternate methods of sterilization (ie. cold/chemical sterilization)
	Initiate use of alternate equipment, if available (ie. portable suction)

NO WATER	Actions Required
	Initiate use of disposable goods where appropriate and applicable
	Initiate use of alternate methods of sterilization (ie. cold/chemical sterilization)
	Initiate alternate method of hand washing (waterless soap)
	Initiate use of alternate water source (ie. bottled water)

NO WASTE REMOVAL	Actions Required
	Distribute equipment and supplies to and from care areas.
	Plan for minimum water use.
	Initiate plan to use alternate methods of waste removal
	Obtain additional garbage bags.

LAUNDRY SERVICES

(Essential in a Disaster event)

- Continuous operation is required to provide clean linens.

MITIGATION

- Staff will be familiar with the Business Continuity Plan.

LAUNDRY SERVICES	
NO HYDRO	Actions Required
	Initiate use of disposable goods where appropriate and applicable ie. soakers
	Providing clean linen for critical care areas and client rooms will be a priority.
	Initiate use of alternate methods of providing laundry services
	Initiate alternate methods of providing personal laundry services to clients i.e. send personal clothing home with families.
	Review non-health care laundry services contracts, where applicable, and make alternate arrangements.
NO WATER	Actions Required
	Initiate use of disposable goods where appropriate.
	Initiate use of alternate methods of providing laundry services
	Initiate alternate methods of providing personal laundry services to clients i.e. send personal clothing home with families.
	Review non-health care laundry services contracts, where applicable and make alternate arrangements.
	Obtain water supply (tank)
NO WASTE REMOVAL	Actions Required
	Obtain additional supplies (garbage bags, containers)
NO COMMUNICATION	Action Required
	Use runners to check laundry needs of direct care areas.

OTHER STAFF

DEFINITION

Other staff includes but is not limited to the following:

* Activities * Dietician * OT/PT *Chemotherapy

MITIGATION

- Staff will be familiar with the Business Continuity Plan

NO HYDRO	
NO WATER	
NO COMMUNICATION	
NO WASTE REMOVAL	Actions Required
	Report to the designated staff pooling area
	Obtain necessary supplies (flashlights, batteries, bottled water etc.)
	Duties as directed by Coordinator
	Chemotherapy Services should use manual backup procedures. Contact Cancer Care Manitoba if there are any concerns

COMMUNITY SERVICES

DEFINITION

Community Services include the following but not limited to:

- * Social Work
- * Home Care
- * Public Health
- * Mental Health
- * Baby First
- *AFM

MITIGATION

- Identify those who are potentially at risk
- Identify any potential problems
- Make determination at which point level of risk may escalate
- Determine how plan is communicated to family, staff etc.
- Determine how the plan is initiated
- Determine at what point risk is critical eg. 24-48 hours action must be taken
- Describe a solution to the problem. Responsibility Centre
 - Family
 - Resource/case coordinator
 - Police
 - Hospital
 - EMS, etc.
- Share the plan with those responsible for carrying it out. The above information should be shared prior to a disaster. Communication will be done through the program managers or delegate. The intent of this communication is to inform the staff of what will be done in the event of a disaster. Additional information to be relayed will include:
 - The anticipated level of operation
 - Essential staffing levels
 - Payroll policy
 - Security policy
 - Essential supplies
 - Suspension of programs
 - Possible disruption of mass communication

GENERAL ASSUMPTIONS

- Hospitals will provide backup for community clients who cannot be maintained in the community.
- Only high risk home care cases will call for direct intervention from the RHA staff.
- Families will remain responsible for their own family members in the general community. Key staff will be available for work during the transition period.

INFORMATION TECHNOLOGY

To provide necessary information, for the operation of the Assiniboine RHA.

MITIGATION

- Staff will be familiar with the Business Continuity Plan
- All important documents will be backed up regularly
- Forms that are generated by a computer shall be available for manual input.

INFORMATION TECHNOLOGY	
NO HYDRO	Actions Required
	Check to see if outage is localized to department
	Unplug all non-essential equipment
	Notify Coordinator
	Obtain hard copy of files if available