

Title	BUSINESS CONTINUITY PLAN			Number	E08
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Other references:					

Version Control

(Previous 3 versions only - earlier versions subject to archive retention requirements)

DATE	CHANGE	CHANGED BY
01.11.23	Reviewed and updated	CS/SMT
07.12.23	Reviewed and added fire marshall appendix 2	TM
29.01.24	Reviewed and updated appendix 2 to include relocation to GS during emergency at ABR	TM

INTRODUCTION

The purpose of this Business Continuity Plan (BCP) is to provide both a first response and a framework under which Badger Headquarters, located at Badger House, and its business may be managed and continue to operate under exceptional and adverse circumstances.

Urgent Treatment Centre (UTC) plans are regularly reviewed and modified where required to comply with local host requirements.

SOURCE DOCUMENTATION

Business Continuity

This plan identifies the key functions that are required to deliver the services and includes the Badger response to key risk areas that have been identified in the business.

A printed copy of this consolidated plan is kept on the Team Leaders desk and at each Urgent Treatment Centre (UTC). The On Call Manager Team and the On Call Medical Directors are provided with a printed copy and electronic copies of the BCP.

Electronic copies of the individual procedures are available on Adastra under the Communications/Operations and Clinical Procedures/Procedure type sub-folder.

The master copy is stored on the shared drive, as are the individual procedures. This document will be reviewed annually, or earlier if procedures are updated, and amended copies will be issued to all relevant personnel.

In the event of an incident, the Head of Operations or their nominated deputy will take charge of the incident and will alert the Chief Executive, Executive Chair, Medical Director, or their deputy.

General Responsibilities

Line Managers are responsible for:

- Reviewing the plan on an annual basis or as the need arises, ensuring familiarity with both the location and content of the plan.
- Distributing the plan to all nominated staff following each update.
- Holding an electronic copy of the plan at work and at home.
- Ensuring staff and patients are kept informed during an incident.
- Delegating responsibility where appropriate to key personnel.
- Ensuring patient safety.
- Providing briefing updates to escalation managers and staff; addressing questions where possible; or seeking answers when required.
- Ensuring that the most senior manager is briefed to liaise with Integrated Care Board (ICB) Commissioners and other healthcare organisations.

Badger Staff are responsible for:

- Holding a hard copy of the plan behind the Team Leader's desk on the operational floor at Bourne Road.
- Contributing to the plan's content.
- Dealing with patient enquiries and informing other health service personnel in a professional manner.
- Providing updates and disseminating information as instructed by line management.
- Providing an efficient and professional service to colleagues and management.

Escalation Process for Communication

- Staff will communicate with each other using the escalation structure, which is shown at the back of this booklet in *Appendix 1*. In the event of a member of staff being absent, the responsibility will fall on the person below and cascade down through the line of communication.

IMMEDIATE RESPONSES FOLLOWING A SIGNIFICANT EVENT

Loss of Access

A number of the sub-sections below refer to other procedures outlined in *Appendix 2*; these can be found in the Standard Operating Procedure folder kept on the call centre floor at Aston Bourne Road or via the Web Communications tab on Adastra and relate to an adverse effect on the building or part of it.

If the building becomes unavailable for use for any reason, suitable alternative accommodation must be identified. The following locations have been identified locally as having facilities available that are suitable for temporary operations.

Loss of access at Bourne Road > Move to Glover Street.

Loss of access at Glover Street > Move to Bourne Road.

Immediate action to be taken or considered:

- Nominate a member of staff to lead the evacuation, normally the Team Leader (TL) or Assistant Team Leader (ATL) at Bourne Road or Senior Management at Glover Street.
- Evacuation of building if in working hours for reasons other than fire evacuation: Staff to take personal belongings and proceed to the nearest fire exit calmly and efficiently (see the local fire evacuation procedures displayed on all floors).
- If at Bourne Road, take the service continuity tracker located on the Team Leader's desk and the fire phone.
- Keep communication at a high level, but also ensure all staff and patients are accounted for and well informed of the situation.
- Patients requiring urgent medical attention must be redirected to the most appropriate service.

Evacuation of the Building

This is in accordance with published fire instructions. A senior member of staff will direct operations for the evacuation of patients. Staff will be instructed to await further information after evacuating the building. Ensure all staff and patients are accounted for as described in the previous section.

Bomb Threat Alert

In the event of a bomb threat alert, full instructions on how to manage the situation can be found in *E16 – Bomb Threat Procedure*.

Earthquake or Other Environmental Event

Do Not Panic: If there is a slight tremor that shakes the building, there should be no need to leave the building unless otherwise advised by the Manager in charge; normally the TL, ATL, or On-Call Manager.

Unless there is damage to any Badger property, there is no need to alert the On-Call Manager or Executive Chair.

However, if the tremor is strong and you feel unsafe, please leave the building and follow the fire evacuation procedure.

You will then be advised by the Team Leader or the Fire Service of where you should congregate. Please call the On-Call Manager and/or Executive Chair **IMMEDIATELY** for further instruction.

Establishing an Emergency Control Centre

If Bourne Road or Badger House become unable to function, then an emergency centre will be opened at the most appropriate centre until the On-Call Manager provides direction on alternative arrangements. Glover Street is designated as a backup call centre for Bourne Road.

Damage Assessment

In the event of a building being damaged, Managers will liaise with the emergency services to conduct an immediate assessment of the situation and determine the extent and likely duration of the emergency. A decision on the course of action will be reached, along with the required steps to deal with the situation. Staff will be asked to remain professional and help in any way when asked to.

Continuation of Service – Bourne Road

If the event occurs during normal office hours, individual departmental heads, with the agreement of the Executive Chair and Chief Executive or nominated deputy, will decide on the course of action required to maintain their respective areas of responsibility. Staff with remote access can work from home, and alternative accommodation is available at Glover Street.

The Head of Operations or their nominated deputy (such as, the On-Call Manager if during the out-of-hours period) will take responsibility for:

- Notifying daytime service users of the event and making alternative arrangements to ensure patient safety is not affected.
- Notifying all Badger staff of the current situation and any alternative arrangements for service delivery during the out-of-hours period.
- Notifying the ICB/Commissioning Support Unit (CSU) Leads of the current situation and the alternative arrangements for continuing service delivery.
- Notifying other relevant health care providers and making alternative arrangements for patient diversions.
- Notifying the Badger Chief Executive / Executive Chair and/or other members of the Executive or Board members.
- Ensure that any patients that may be affected by the service loss are contacted and signposted to the most appropriate service or location to continue their care.

Continuation of Service – Urgent Treatment Centres (UTCs)

In the event of an incident at a UTC, staff will follow local centre procedures as detailed in the Badger Operational Site Manuals located in each centre and on the WebCommunications tab on Adastra. Further copies are in the On-Call Manager information pack.

The UTC receptionist will:

- Immediately notify the Team Leader at Bourne Road.
- Ensure all patients are evacuated to a place of safety.
- Ensure all patients names are taken and reported to the Team Leader.
- Notify A&E staff of the situation where appropriate.

The Team Leader will:

- Notify the Badger On-Call Manager.
- Notify the Badger On-Call Associate Medical Director.
- Make arrangements for any patients invited to the affected centre to be contacted and diverted to another centre if possible.
- Advise all clinicians and dispatchers not to send any more patients to that centre.

- Depending on the time that the centre is unavailable, arrange for staff to relocate to another centre.

The Duty On-Call Manager

- Carry out an impact assessment on the situation and decide how, if required, on the communications required to:
 - CEO / Executive Chair / Medical Director
 - Badger Executive Directors
 - Departmental heads
 - ICB Commissioners
 - Other service providers, such as NHS 111, DHU Healthcare and UHB A&E departments

Continuation of Service – Glover Street

In the event of an incident during office hours, a senior manager will direct staff to either work from home or move to Bourne Road.

In the event of an incident out of hours, staff will follow local centre procedures as detailed in the Badger Operational Site Manuals located in each centre and on the Adastra Communications tab. Further copies are in the On Call Manager pack.

The Badger House receptionist will:

- Immediately notify the Duty Team leader at Bourne Road
- Ensure all patients are evacuated to a place of safety.
- Ensure all patients names are taken and reported to the Team Leader

The Duty Team Leader will:

- Notify the Badger Manager on call.
- Notify the Badger Medical Director on call.
- Make arrangements for any patients invited to the centre to be contacted and diverted to another centre.
- Advise all Clinicians and Dispatchers not to send any more patients to that centre.
- Depending on the time that the centre is unavailable arrange for staff to relocate to another centre.

The On-Call Manager

- Carry out an impact assessment on the situation and decide on the communications required to:
 - CEO / Executive Chair / Medical Director
 - Badger Executive Directors
 - Departmental heads
 - ICB Commissioners
 - Other service providers, NHS 111, West Midlands Ambulance service (WMAS), and UHB A&E departments.

LOSS OF COMPUTER SYSTEM - ADASTRA

Short Term Loss

For a short-term loss, line managers or IT support will contact with Advanced (Adastra provider) to make them aware that we are experiencing an outage. IT Support will check all internal systems to see if the incident is for Badger IT to resolve locally and will continue to liaise with Adastra support technicians. All call handlers will be directed by the Team Leader to move to the Manual Call Handling Procedure until they are notified that Adastra is restored and available for staff to access.

Long Term Loss – Bourne Road.

Network backups are taken daily and stored in the Datacentre.

If problems occur, please check the following in the communications cabinets located in the hot desk area outside the offices on the ground floor and the HCA room in the Drive-through. Please note: Do not attempt to open the door to the cabinet or to press any buttons. The instructions below are purely a visual check.

- Check that the power supplies are all switched on; if not, check the panels in the switch room on the ground floor (the white door next to the 'quiet area').
- In the event of a major interruption to the power supply contact our current electricity provider.
- When the mains power is restored IT Support will contact our relevant IT partners to restart the servers remotely.
- In the event of a catastrophic system failure at Bourne Road, an alternative location will need to be utilised. The Adastra system is fully hosted and will still be able to be accessed from alternative Badger locations as listed.
- Call handlers will take calls manually until the problem is resolved; prescriptions will be handwritten. If activity volume indicates a shortage of prescriptions at Bourne Road, the Team Leader will contact Badger UTCs to arrange for backup supplies to be brought to Bourne Road.

Long Term Loss – Glover Street.

Network backups are taken daily and stored in the Datacentre.

If problems occur during office hours, contact the Badger IT support team.

If problems occur out of hours, move to Bourne Road.

SUPPLIER FAILURE

Where a single supplier exists and the supplier is unable to deliver the required supplies as expected, then a decision will be made about approaching other organisations. The Finance team should be made aware of the situation so they can order any essential supplies.

LOSS OF TELEPHONE SYSTEM

Operational procedures stored on site and in the On-Call Manager pack, provide guidance for managing the failure of all telephony equipment. All contact and maintenance contract details are stored on Adastra (in Agency details, as well as in the procedures).

The following is a summary of the telephony arrangements:

BT provide a total care maintenance package for the Mitel telephone system that provides an engineer to either remotely interrogate and diagnose any system failures or dispatch an engineer to site within 4 hours.

In the event of a major failure of the telephone system the Team Leader will follow operations procedure *T11 – Major Telephone System Failure Procedure*.

In the event of a total IT and telephony failure due to other environmental or terrorist activity that closes the Bourne Road site in Aston, staff will be relocated to Badger House in Glover Street, Birmingham. If the Glover Street site is closed, staff will relocate to Bourne Road in Aston.

LOSS OF ELECTRICITY SUPPLY

Bourne Road

In the event of a power failure within the building, the first thing to check is the main breaker/fuse box. This is located in the small room on the ground floor; it has a white door and is next to the quiet area.

If the fuse box is not the cause of the problem, the electricity supply company should be contacted. To report a power cut, please ring the electricity provider as soon as possible.

Bourne Road is reliant on electricity to power the building; in the event of a power failure the backup generator should become fully active until such time that the mains power is restored.

Items which are protected by UPS whilst the switch to generator power is actioned are:

- Communications switches
- The telephone system (the generator may also provide power for up to 8 hours under average load)
- Lighting, which will failover onto emergency lighting circuits until the generator is running.

Glover Street

In the event of a power failure within the building, the first thing to check is the main fuse box (located on the ground floor in the small room to the left of the lift) There are also fuse boards located to be checked (again, in the small rooms to the left of the lift).

The fuse boards on the first and second floors contain the trip switches for the power sockets on each floor respectively.

If the fuse box is not the cause of the problem, the electricity supply company should be contacted as soon as possible.

Badger House is reliant on electricity to power the building; in the event of a power failure the backup generator should become fully active until such time that the mains power is restored.

Items which are protected by UPS whilst the switch to generator power is actioned are:

- Communications switches
- The telephone system (the generator may also provide power for up to 8 hours under average load)
- Lighting, which will failover onto emergency lighting circuits until the generator is running.

LOSS OF GAS SUPPLY

Bourne Road

Not connected to gas supply.

Glover Street

In the event of a gas leak in the building, the shut off valve is located behind the lockable panel in the unisex toilet located on the ground floor. Once the gas has been isolated call the number shown on the gas meter.

LOSS OF WATER SUPPLY

In the event of loss of water supply, the main shut off valves are located:

Glover Street

Behind the lockable panel in the unisex toilet on the ground floor (large blue handle on pipe, turn vertically to shut off). If possible, the valve should be shut off, then call the emergency water contact.

Bourne Road

Behind the Medication Management cabin in the warehouse and drive-through area. If possible, the valve should be shut off, then call emergency water contact.

PROBLEMS WITH THE LIFTS

If problems occur with the lift, then please contact the relevant company responsible for maintaining the lifts.

LOSS OF HEATING

Bourne Road

If loss of heating occurs in the call centre building, call the relevant contractor.

If loss of heating occurs in the warehouse cabins, call the relevant contractor.

Glover Street

The heating boilers are in the plant room on the second floor next to the lift. If, in an event of loss of heating please follow the procedure below:

1. Get the key for the Boiler/Plant room, unlock door, and ensure light is switched on
2. Check that the E.Stop Reset/Healthy Light on the Boiler Control Panel is ON
3. If not, pull out Stop Button below Boiler Control Panel, and at the same time press in E.Stop Reset/Healthy Light
4. Open the small plastic door located towards the top of the Boiler control Panel. Make sure that the knob is turned towards 'CONT' (i.e., continuous)
5. If the problem persists, call relevant contractor.

LOSS OF FIRE ALARM

Bourne Road

Check the fire alarm panel located on the wall next to the entrance doors on the ground floor:

- Check the panel has power.
- If there is no power, check the alarm panel circuit breaker in the breaker room (the white door next to the quiet area on the ground floor) to see if it has blown or tripped.
- If the breaker has tripped, turn the breaker to the 'ON' position to see if this rectifies the problem or if the breaker trips again.
- If the problem persists, or the breaker is in the 'ON' position but there is no power to the alarm, call the relevant fire alarm contractor.

Glover Street

The fire and burglar alarm system at Glover Street is monitored externally. If the fire alarm loses contact, the external provider of our alarm systems will contact the Team Leader at Bourne Road to inform us that they have lost contact with our alarm systems. They will ask for the site identification code and password of which the Team Leader will have.

If *in-hours*, the Team Leader will call the IT team, or the Badger House receptionist to request a check of the alarm panel.

If *out-of-hours*, the Team Leader will send an appropriate member of staff to open Glover Street to check the alarm panel.

To check the alarm panel:

- locate the fire alarm panel on the wall between the reception desk and the internal entrance doors on the ground floor.
- If the panel has no power, check the necessary circuit breaker in the breaker room next to the lift on the ground floor to see if it has tripped/blown (the master key opens this door).
- If the breaker has blown, turn the breaker to the 'ON' position to see if this rectifies the problem. If it does, report to the Team Leader who will then report to the external provider of our alarm systems.

If the problem persists or the breaker is in the on position but there is no power to the panel; report to the Team Leader who must firstly report to the external provider, as well as requesting an engineer to diagnose and rectify the problem.

FIRE

Anyone who discovers a fire should immediately raise the alarm by breaking the glass on the red fire alarm call point.

Please vacate the building using the nearest fire exit in a calm and orderly manner, and direct visitors to the nearest exit. At Bourne Road, the fire phone must be taken by the Team Leader. If the phone is inaccessible because of fire, personal safety is more important, and staff must vacate the building quickly.

Once clear of the building, ring 999 and ask for the Fire Service. Give your name, name of building (Badger House or Bourne Road [Aston]), building address, contact number and details of fire.

There are 2 types of extinguishers:

Red with White Band – H₂O Water – for paper-based fires only. Never, in any circumstances, to be used near electrical equipment.

Red with Black Band – CO₂ Carbon Dioxide – for electrical equipment fire

- Extinguishers are located within all corridor areas and in the server room.
- You should not place yourself or your colleagues in danger by attempting to fight a fire.
- Your priority is to follow the instructions to secure the building and then evacuate the premises as quickly as possible.
- The Team Leader will check that all staff and patients have cleared the premises and will notify the most senior person on duty at that time.

Assembly Points

Glover Street:

All individuals should assemble in the carpark, as far away from the building as possible, nearest to the fire assembly point sign. All individuals should make themselves known to the designated lead Fire Marshall.

Bourne Road

All staff and patients should make their way to the assembly point located on the carpark outside the building at Bourne Road, then make themselves known to the Fire Marshall (normally the Team Leader).

FLOOD

Glover Street

Internal Flood

In the event of a flood in the building, the shut off value located behind the lockable panel in the unisex toilet on the ground floor should be located and shut down **immediately**. Alternatively, if the internal valve cannot be shut down then the main supply valve in Glover Street should be shut down.

If in-hours, report the flood to the Facilities team who will contact the contractors and arrange for the emergency plumber to attend.

If out-of-hours, the Team Leader at Bourne Road must be contacted who will then call the contractors and ask for the emergency plumber to attend.

External Flood

In the event of a major flooding emergency then the West Midlands Fire Service should be called on 999 or 112 (an internationally recognised emergency number that also works in the UK). During flood, individuals must be advised to focus on their safety, as well as the safety of others, and to stay out of flood water.

Bourne Road

Internal Flood

In the event of a flood in the building, the shut off value located behind the Medicines Management cabin (in the Warehouse area) should be located and shut down **immediately**.

The Team Leader at Bourne Road must call the contractors and ask for the emergency plumber to attend.

External Flood

In the event of a major flooding emergency then the West Midlands Fire Service should be called on 999 or 112 (an internationally recognised emergency number that also works in the UK). During flood individuals must be advised to focus on their safety, as well as the safety of others, and to stay out of flood water.

EPIDEMIC / PANDEMIC

In the event of an official alert, Line Managers will liaise with the Emergency planning officer at the ICB or the UK Health Security Agency (UKHSA)*¹ to receive instructions on how to deal with the situation. The UKHSA, or Public Health representatives, will contact Badger by telephone to make them aware of outbreaks within the area.

The Head of Operations, or their nominated deputy, along with the Medical Director will arrange for additional resources and clinical supplies to be delivered to the centre(s). This will include protective clothing, decontamination supplies, and other equipment and medical supplies as required.

The Medical Director will liaise with the UKHSA to ensure a coordinated clinical response to the emergency and to initiate or confirm arrangements by which patients will be informed, either directly from the practice or via a central mailing.

The On-Call Manager will establish and resource a command-and-control centre within Badger to manage the outbreak for the duration.

*¹ The local health protection team contact details are:
UKHSA west Midlands Health Protection Team
Level 2 Zone 1, 23 Stephenson Street,
Birmingham,
B2 4BH.
Tel (in-hours): 0344 225 3560
Tel (out of hours): 01384 679031

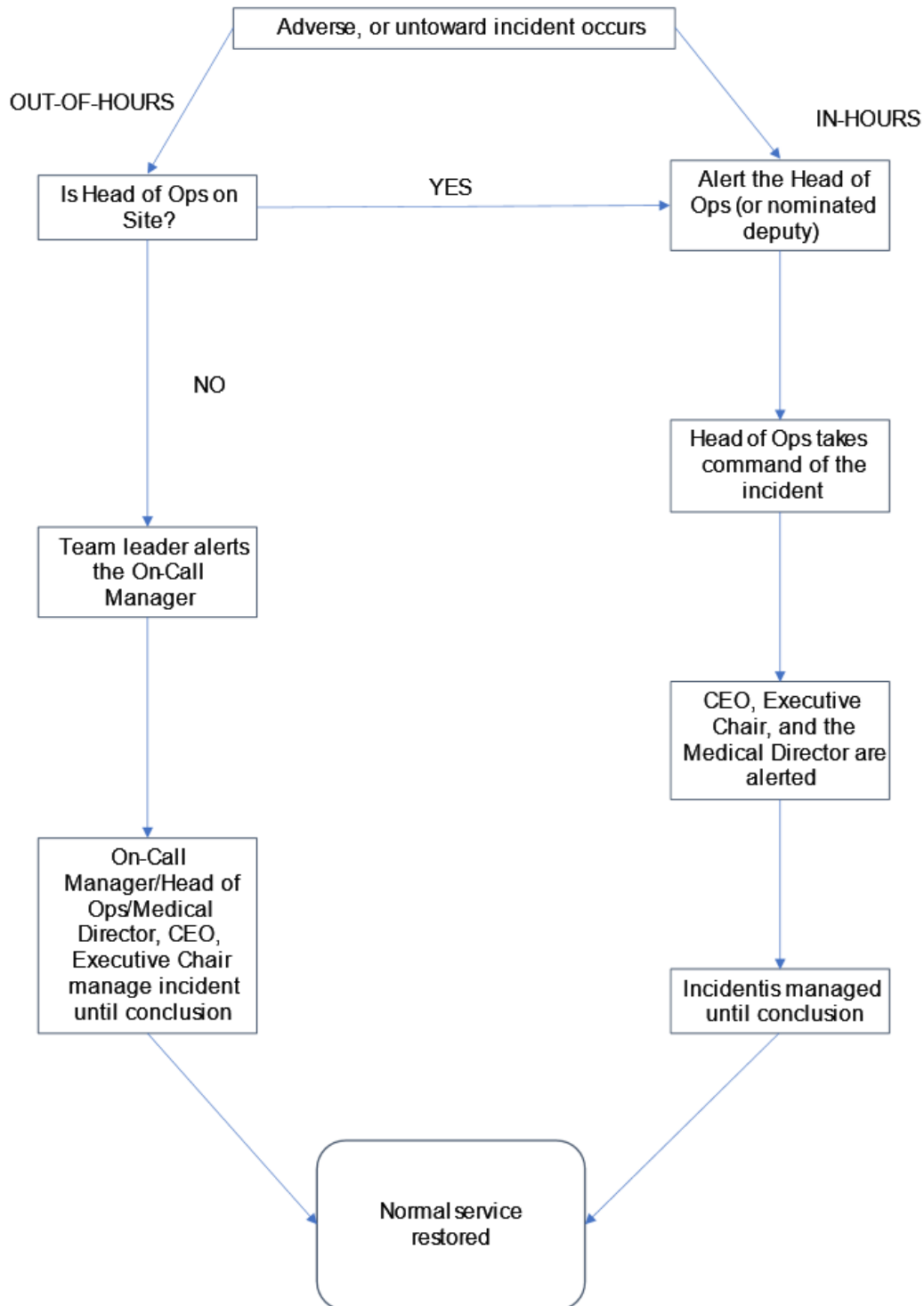
HEATWAVE PLAN

In the event of a heatwave being forecast, Badger will implement the Department of Health Heatwave plan. The latest copy of the plan is available from the DH website via the following link.

https://assets.publishing.service.gov.uk/media/5a7c83bde5274a559005a655/dh_127235.pdf

The purpose of the plan is to provide support to the NHS, Local Authorities, and other organisations in the local health economy by providing guidance on how to prepare for and respond to a heatwave. A heatwave can affect the health of anyone, and particularly the most vulnerable people in society.

APPENDIX 1 - ESCALATION STRUCTURE - LINE OF COMMUNICATION



APPENDIX 2 – ABR TEAM LEADER – FIRE MARSHALL

BUSINESS CONTINUITY PROCEDURE (ABR)

LEAD FIRE MARSHAL / TEAM LEADER

PLEASE ENSURE THE FOLLOWING STEPS ARE TAKEN WHEN EXITING THE BUILDING

1. Take charge of the evacuation
Direct everyone to the nearest exit and ensure they go to the designated assembly point.
2. You should nominate a deputy to assist you and must take with you, **before exiting the building**, the:
 - Emergency telephone (labelled “Emergency Admin Phone”) – the ‘On Call’ Managers and Medical Director’s contact numbers are programmed into the phone)
 - Keys for Badger House (Glover Street) and alarm fob – these are stored in the safe behind the Team Leader (TL) desk.
 - *The “Glover Street Treatment Centre Site Manual for Badger Staff”*
 - Continuity tracker laptop (located to the left-hand side of TL desk).
 - Red Fire Logbook – this is located on the wall, next to the fire control panel in the staff rest/kitchen area on the ground floor at ABR.
3. Contact the ‘On Call Manager’ and On-Call ‘Associate Medical Director’ (AMD) who will support you throughout the incident.
 - The On-Call Manager will call the following two organisations to inform them of the incident:
 - ❖ DHU Healthcare – telephone number: 0300 100 0414, select option 3, then option 2 to connect with the Duty Shift Manager.
 - ❖ BSol ICB UC Intelligence Centre - telephone number: 01782 916878
 - When staff have relocated to Badger House (please see Point 5) and the service is ‘live’, the On-Call Manager will update these organisations.
4. If it is confirmed that there is a fire, contact the Fire Service (call 999), giving the full address of ABR.
Give location and nature of the fire (if known) and any other details that may be helpful.
5. **In the event of a fire or the building cannot be accessed for any reason, you must follow the following steps:**
 - If the Fire Service has been called, a fire marshal must remain at the designated assembly point awaiting the arrival of the Fire Service.
 - **ALL other staff** should arrange to go to Badger House (Glover Street) and set up on the middle floor where there are desks with working computers, telephones, and headsets.
 - Log-in as normal and your profile should come up.
 - Consider using Badger cars to transport staff to Glover Street if safe to do so.
 - If staff have safe access to their cars in the ABR car park, they should drive to Glover Street; consider car sharing.

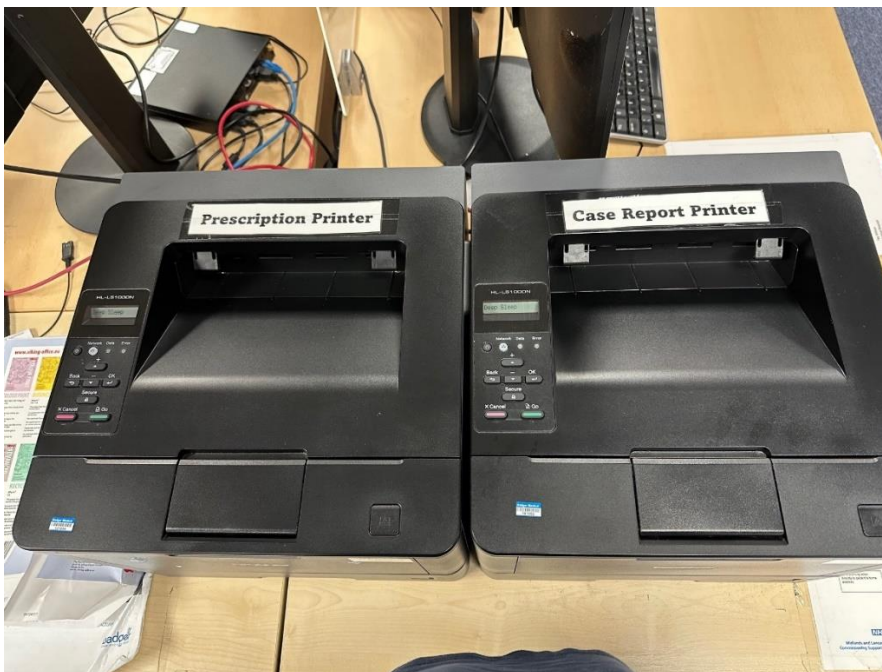
- If the event access to staff cars in the ABR car park is not available, then the Team Leader should request taxis to transport staff to Glover Street (please keep your taxi receipts for reimbursement by the finance department).
 - During the daytime, Monday to Friday (except bank holidays), Badger House is open.
 - In the evenings, during the night-time, weekends and on bank holidays, you will have
 - to use the Badger House key(s) kept at ABR to gain access and deactivate the alarm.
 - Please note that the CST driver(s) can be asked to unlock Badger House and deactivate the alarm.
 - If necessary, follow the detailed instructions on unlocking/deactivating the alarm at Badger House in the *“Glover Street Treatment Centre Site Manual for Badger Staff”*.
6. Staff locating to Glover Street will be able to maintain service delivery after setting up and logging in.
- Stationary items (photocopier paper, pens, paper clips, wipes, etc.) can be found in a box stored on Mission Control on the call centre floor.
 - Headsets can be found in a box stored on Mission Control on the call centre floor.
 - The Standard Operating Procedure (SOP) folder can be found stored on Mission Control on the call centre floor.
 - Glover Street computers on the middle floor detailing the printer names and location are detailed below and can also be found on Mission Control on the call centre floor.

Glover Street Printers.

There are 2 printers in the call centre at Glover Street, “Case Report Printer” and “Prescription Printer” (see photos below). The printers are located at the end of the clinician’s bank.

The Prescription Printer is set as default so that Adastral recognises the printer and clinicians can print prescriptions. Case reports should be automatically picked up by Adastral and printed to the appropriate printer.

If something needs to be printed outside of Adastral, the case report printer will need to be selected in the software, i.e., Excel, before the print is sent. If the Case Report Printer is not selected the print will be sent to the default Prescription Printer.



The service should be operational at Badger House soon after staff arrive there.

APPENDIX 3 – OTHER PROCEDURES / FORMS RELEVANT TO THIS DOCUMENT

Procedures

Emergencies

E10	Emergency Checklist Procedure
E16	Bomb Threat Procedure
E17	NHS 111 Safety Net Procedure

Receptionists

R09	Manual Call Sheets
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Telephony

T11	Major Telephone System Failure Procedure
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All Procedures can be found on Aداstra, Web Comms, or in the Operations Manual on Mission Control

Forms

OPS-F-065	Telephone Bomb Threat Checklist
OPS-F-073	111 Safety Net – Activation Form

Forms can be found on Aداstra, Web Comms, Badger Forms, Operations