

## Business Continuity Strategy Statement

At QVH we provide specialist reconstructive surgery and expert therapy and rehabilitation services for people across the South of England who have experienced damage or disfigurement as a result of disease (including cancer), trauma, burns, major surgery or a congenital condition. Our leading consultant teams hold clinics at our hospital site in East Grinstead, West Sussex, and at a wide network of other sites across the South East region. In addition, we also provide first class community medical services for our local population at our East Grinstead site.

Maintaining the effective continuity of our business operations is of critical importance to QVH. We are committed to the implementation, maintenance and continual improvement of an effective Business Continuity Management (BCM) capability in line with BS 25999 Business Continuity Management.

QVH recognises the core elements highlighted within the BS25999 BCM lifecycle:



Figure 1 – Core BCM elements

In the event that QVH should experience an incident that adversely impacted on our ability to provide a full service QVH would prioritise our resources to focus on treating patients with burns, life and limb threatening injuries, and cancer. We have business continuity plans in place to ensure that we would be able to provide services for these patients within the timeframes set out below.

- Burns – 1day
- Life and limb threatening injuries – 1 day

- Cancer patients – 3 days.

In addition to the above we have business continuity plans in place to ensure the following:

- Theatres : limited capacity restored after 3 days of any major interruption with further recovery capability identified
- Wards : Step down and admissions dependent upon theatres availability
- Pharmacy / Radiology / Histopathology – capacity can be restored within 1 day according to clinical service need
- Outpatients services & Clinics : Capacity to offer cancer and urgent appointments within 2 days
- Finance: Coding and Procurement to support clinical services
- Administration to support clinical services

It is QVH Policy to ensure that:

- a) The Trust's Business Continuity capability is consistent with the defined scope for BCM and supports documented objectives
- b) All business continuity activity underpins our strategic objectives with regards to:
  - a. Standards of patient care and service provision
  - b. Professional excellence
  - c. Employee wellbeing and development, and
  - d. Financial stability
- c) All clinical and non clinical areas must be subject to business impact analysis to agree formal Trust priorities
- d) Risks are identified for the Trust as a whole and individual service areas
- e) Business Continuity Strategies will provide for agreed service priorities and service interdependencies and will be based around the reduction of risk and provision of recovery solutions
- f) The impact and risk profile will be regularly reviewed and changes reflected in the continuity strategy
- g) A crisis management structure will exist to manage the response to and aftermath of any potential disruption
- h) Plans to enable recovery of all critical clinical and non clinical services will be developed to a consistent framework and standard with defined roles and responsibilities
- i) Regulatory, legislative and contractual obligations will be met
- j) All business continuity plans will be maintained and tested
- k) Business continuity considerations will be included as an integral part of all new projects
- l) The BCM Policy will be reviewed on an annual basis or more frequently when significant changes occur.

This strategy statement is approved by Clinical Cabinet and was ratified by the Board in May 2011 it is to be used in conjunction with the BCMS manual.