



## Business Continuity Plan Example

<Insert facility name>

Long Term Care/Skilled Nursing Facilities

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This Business Continuity Template has been developed by Wakefield Brunswick and provided by Santa Cruz County. It is intended to be sample data only. Please modify this document to reflect the policies and procedures at your organization.

## Section I: General

The purpose of the Business Continuity Plan is to assist the organization with ensuring that mission critical services and process are maintained, restored or augmented to meet the designated Recovery Time Objectives (RTO).

Following the command/ICS structure, the Business Continuity Operations Branch will lead BCP activities to:

- a. Facilitate the acquisition of and access to essential recovery resources, including business records (e.g., patient medical records, purchasing contracts).
- b. Support the Infrastructure and Security Branches with needed movement or relocation to alternate business operation sites.
- c. Coordinate with the Logistics Section Communications Unit Leader, IT/IS Unit Leader and the impacted area to restore business functions and review technology requirements.
- d. Assist other branches and impacted areas with the restoring and resuming of normal operations.

## Section II: Activation

In an event that disrupts normal operations and impacts essential operations of the facility, measures are to be taken to prepare and pre-position resources to ensure continuity of mission critical services and processes. An algorithm of considerations and decisions are illustrated in the table below.

The Command Center (CC) responds to events that can impact the ability of <Insert facility name> to perform its normal daily functions. The CC is comprised of personnel with the knowledge and authority to provide support to the Emergency Response and Recovery activities.

<Insert algorithm>

**NOTE: If your department cannot operate and/or there is a life safety issue, go directly to Evacuation Procedures located in the EOP.**

## Section III: Overview

This business continuity plan (BCP) is intended to be implemented when there is an event that disrupts normal business operations. Plan activation is described in Section II: Activation.

This plan defines the mission critical services and processes and procedures to ensure they can be continued and/or recovered when normal operations are not viable.

This BCP was developed in conjunction with the <Insert facility name> emergency planning effort. In developing this plan and all associated procedures, checklists and forms, the continuity between the <Insert facility name> and the associated departments can be ensured. Note that in order for the plan to be effective, exercises and trainings of this plan must be carried out by <Insert facility name> on an annual basis. Additionally, updates to the plan and all associated checklists, forms and procedures will be made on an annual basis in concert with the Office of Emergency Preparedness.

For purposes of this plan and all associated procedures, checklists and forms, an event is defined as any planned or unplanned situation that disrupts the normal operations of the facility.

<Insert organization/department description and location>

This plan describes the procedures for continuity or, if needed, contingencies for the recovery of services at an alternate location. Strategies for continuing operations when key services are unavailable are detailed on page X.

## Section IV: Continuity Requirements

This section of the BCP includes the Facility's mission critical services and processes, personnel, and alternate operating location(s). This information is to be completed and maintained by the Facility Administrator/Director, unless otherwise noted.

This plan will remain accessible to staff at all times in the Emergency Operations Plan (EOP) located in the administration suite.

Updates are to be made in coordination with the Office of Emergency Preparedness.

### Mission Critical Services and Processes

For purposes of the BCP, we only used processes deemed mission critical for continuity.

#### Mission Critical Service/Process

##### **RECOVERY TIME 0-4 HOURS**

Resident Care/Case Management

Food Services

Ordering, Renewing and Filling Prescriptions/Dispensing Medications

##### **RECOVERY TIME 4- 24 HOURS**

Environmental Services

Spiritual Care/Social Work

## Interdependencies

To perform mission critical services, the Facility relies on the following internal and external services:

Dependency	Service	Actions if Service is Unavailable
EMS	Transport of residents	✓ Utilize an alternate EMS service or non-acute medical van transport vendor
LTC Pharmacy	Processing and dispensing of medications for residents	✓ Send written prescriptions to local pharmacy ✓ ✓

## Mission Critical Equipment and Supplies

During activations, the On-Duty Manager/Supervisor in coordination with the Facility's staff will assess the Facility's Essential Equipment and Supplies and report the status to the Command Center (CC) as requested. During this process the following steps will be taken:

- ✓ Document status of major equipment or critical supplies and how long they can operate with present supply of vital consumable materials.
- ✓ Take inventory of current equipment and supplies and create a resupply list.
- ✓ Check condition of storage or onsite stockpiles to determine the level of damage.

Quantity	Description
	Mattresses (EHOBs)/cots/beds
	Pillows
	O2 concentrators/portable oxygen tanks
	Nebulizer machines and tubing
	Urinals
	Transfer lifts and battery chargers
	Commodes
	Medication Carts
	Small medication refrigerator
	Treatment Carts
	Resident Charts (paper charts/EMR equipment)
	Attends
	Pull-ups
	Wipes
	Sanitizing wipes
	Gloves
	Linen/sheets/bed pads/blankets
	Trash cans and bags
	Trash carts/dirty linen carts
	Cleaning supplies
	Power strips
	Bottled water
	Dietary Supplies
	Hygiene products (toothpaste, shampoo, soap, toothbrushes, razors, denture cups)
	Fall alarms and special needs (hipsters, skin sleeves, skin tubes)
	Emergency equipment (gurney, suction machine)

**Vendors/Resources Call List**

<b>Company</b>	<b>Point of Contact</b>	<b>Phone Number</b>	<b>Emergency contract in place? Y/N</b>



## Mission Critical IT Applications

### Mission Critical Applications

#### RECOVERY TIME 24-48 HOURS

Electronic Medical Record

### IT and Communications Downtime Procedures

Administrative responsibility of the downtime procedures resides with each department. Department responsibility includes maintenance of the downtime procedures, which specifies the alternative processes that are to be activated to assure continuity of clinical and other services during a downtime event. The downtime procedures are to be reviewed and tested, at minimum, on a yearly basis.

Downtime Procedures Checklist	
<b>Computer &amp; Network Disruption</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Activate the downtime procedures.</li><li><input type="checkbox"/> MD will handwrite orders on manual order sheets.</li><li><input type="checkbox"/> Pharmacy orders will be faxed.</li><li><input type="checkbox"/> Downtime requisitions will be used. Record all pertinent data on the downtime form.</li><li><input type="checkbox"/> List specific telephone instructions to be given to residents, families or other parties. (What exactly would you want staff to say about the situation? Write this down so that everyone is saying the same thing.)</li><li><input type="checkbox"/> Charts are located in _____. A runner/courier will need to walk to this location to retrieve resident charts for the rest of the day.</li><li><input type="checkbox"/> Keep track of exams that were entered just prior to the system going down. These exams should be checked when the system comes back up to make sure the information was not lost.</li><li><input type="checkbox"/> All critical data will be tracked on paper until systems are restored.</li></ul>
<b>Computer &amp; Network Disruption continued</b>	
<b>Recovery</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Data written on forms will be manually typed into system once operational.</li><li><input type="checkbox"/> Any families (or other parties) who were waiting for information will be called.</li><li><input type="checkbox"/> Any dictation that was held due to the disruption should now be dictated into the restored system.</li></ul>

<p><b>Downtime Procedures for Telephone Disruption</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Department will immediately activate the downtime procedures for telecommunications.</li> <li><input type="checkbox"/> Department will locate the personal cell phone listing kept within their department and initiate the cell phone call tree.</li> <li><input type="checkbox"/> If possible, the main department phone number(s) will be transferred to one of the remote sites for message taking.</li> <li><input type="checkbox"/> The designated operator will be provided with a contact list of cell phone numbers. This designated operator will triage calls as they come in from families, etc. to the correct party. The message should be: <ul style="list-style-type: none"> <li>○ “Good Morning (afternoon). Would you kindly provide me with your name and phone number? We are currently experiencing a telephone outage. I will communicate your message to the correct division/individual and they will return your call. Our Telecommunications Staff is working on a resolution to the disruption.”</li> </ul> </li> </ul>
<p><b>Recovery</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Telephone Operator who has been taking calls will be alerted that main phone systems are back up and running.</li> <li><input type="checkbox"/> Fax machine will be checked for any queued messages and to make sure there is enough paper in machine to print all stored messages.</li> <li><input type="checkbox"/> Any families (or other parties) who had tried to contact the department will be called.</li> </ul>

## Mission Critical Vital Records

Vital Records are documents that have been pre-identified as critical to the continued operations of the Facility Department, including those of significance to legal and financial rights of the organization.

Personnel will be deployed during an emergency to ensure the protection and ready availability of references, records and information systems needed to support essential functions under the full spectrum of emergencies. Personnel and locations of vital records have been identified before an event in order to have full access to use records and systems to conduct essential functions during a crisis event.

Record Number	Record Type	Location	Record Name/Function
	Paper and Electronic		Resident Records
	Paper		Waiver and transfer forms and processes
	Paper		Paper templates for tracking, dispensing, and charging
	Paper and Electronic		Call tree
	Paper and Electronic		List of supplies need to relocate and processes

## Personnel

The personnel listed in the table below are those that have been deemed essential to their specific unit/department in maintaining mission critical services and operations.

The personnel listed below are also included on the Call Tree Notification, and are to be notified of BCP activation as determined on the Call Tree Notification.

## Business Continuity Response Team Roles

### Departmental Recovery Team Leader

Each department has identified its Departmental Recovery Team Leader. It is the role of this individual to work with the CC to minimize the impact to departmental operations by resuming and recovering critical functions to the service levels and within the Recovery Time Objectives defined in this Business Continuity Plan.

Last Name	First Name	Home Phone	Cell Phone	Title

## Loss of Staffing

**Nurse  
Manager**

- Evaluate current staffing levels.
- Activate your call list and notify employees as to plan activation and determine availability. Have staff report to department.
- Notify human resources, managers, union representatives and other key personnel as to status and plan implementation.
- Explore alternative staff resource options. If needed:
  - Identify similar core competencies that exist
  - Request staffing needs update from the labor pool to sustain essential functions.
  - Secure contract staff or borrow from another facility.
  - Cross train staff with similar competencies by educators.
- Evaluate immediate and ongoing staff needs based on existing and predicted levels of human resources available.
- Identify contractors or other staff options that may alleviate problems resulting from staff loss.
- Assess flexible leave options that would allow employees to address family needs while continuing to support the employing organization through a flexible work plan where feasible.
- Assessment of union issues surrounding overtime issues and sharing of responsibilities among workers.
- Evaluation of potential health and safety issues that might arise through diversion of staff to new job roles and loss of critical staff in various operational positions.
- Prepare and implement contingency staffing schedule

## Section V: Continuity and Recovery

Following the occurrence of an event adversely impacting the ability to operate, decisions regarding continuity and/or recovery of operations and resident care will be made. The decision will be based on the results of the damage assessment, the nature and severity of the event and other information supplied by staff, emergency responders or inspectors. If the department experiences major damage, loss of staffing, a dangerous response environment or other problems that severely limit its ability to meet needs, the Incident Commander, in consultation with department leadership, may relocate operations.

### Initial Actions

- Document current census.
- Notify employees of BCP activation.
- Document status of major equipment and critical supplies (see Equipment and Supplies List).
- Document pharmaceutical availability and determine need for additional pharmaceuticals.
- Evaluate and document immediate staffing levels.
- Determine how long you can operate in current state.
- Assess need to transfer residents.
- Assess need to close down unit and/or relocate services.
- Communicate unit status, including resource needs, unit closure requirements and staffing shortages to Command Center (CC).
- Communicate need to close down unit and/or relocate services to CC.
- Evaluate ongoing staff needs based on existing and predicted levels of human resources available.
- Implement alternative staff resource options, including contractor staffing options that may supplement staffing needs (i.e., runners).
- Identify runners for continuity of services.

## Loss of Corporate Services

Each department depends on corporate services to operate. Department responsibility includes maintenance of the downtime procedures, which specifies the alternative processes that are to be activated to assure continuity of clinical and other services during a downtime event. The procedures are to be reviewed and tested, at minimum, on a yearly basis.

<p><b>Loss of Power</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Outlets served by the emergency generator are identified by red outlets.</li> <li><input type="checkbox"/> Open curtains and drapes to take advantage of natural or off-site lighting, as applicable.</li> <li><input type="checkbox"/> Turn off “unnecessary” electrical equipment to reduce load on generator. Also turn off any equipment that may have been running when the power went out.</li> <li><input type="checkbox"/> Remove ice from ice machines and place into freezers that are supplied by the emergency generator.</li> <li><input type="checkbox"/> Establish activities to compensate for loss of normal room lighting, television, etc. for residents, as practical.</li> <li><input type="checkbox"/> Ensure operation and availability of flashlights and batteries.</li> <li><input type="checkbox"/> Contact Plant Operations for extension cords that will reach emergency outlets to enable beds to be raised/lowered if hand cranks are not available.</li> <li><input type="checkbox"/> Monitor stairwell alarms for resident safety. The system is not powered by emergency power.</li> <li><input type="checkbox"/> In the event of the loss of the generator serving the facility, <u>and</u> the commercial power source, the following would be required:             <ul style="list-style-type: none"> <li>○ &lt;insert actions&gt;</li> </ul> </li> </ul>
<p><b>Loss of HVAC</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Notify Facilities.</li> <li><input type="checkbox"/> Should there be a failure of any equipment or portion of the HVAC system that cannot be corrected by the Engineering/Maintenance person on duty.</li> <li><input type="checkbox"/> Consider relocating the residents.</li> <li><input type="checkbox"/> Use fans, if available.</li> <li><input type="checkbox"/> Keep blinds, curtains, drapes, etc. closed in areas of building that receive direct sunlight.</li> <li><input type="checkbox"/> Open doors and windows, if possible, to take advantage of available breezes.</li> <li><input type="checkbox"/> Avoid activities that may excite residents or require physical exertion.</li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Keep residents out of direct sunlight.</li> <li><input type="checkbox"/> Turn off lights as well as other heat-producing appliances whenever possible.</li> <li><input type="checkbox"/> Provide plenty of liquids for residents and staff.</li> <li><input type="checkbox"/> Monitor vital signs of residents and staff.</li> </ul>
<p><b>Loss of Oxygen, Medical Air, and Vacuum Supply</b></p>	<p><b>Notification</b></p> <p><u>Responsibilities of Personnel Discovering the Malfunction:</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Immediately inform the Telephone Operator (dial xxxx) that there is a problem with the oxygen supply. Give the following information: <ul style="list-style-type: none"> <li>○ Your name.</li> <li>○ Your telephone extension or how you can be reached.</li> <li>○ The location where the problem was discovered.</li> <li>○ A brief description of the problem.</li> <li>○ When the problem was discovered.</li> </ul> </li> </ul> <p><u>Responsibilities of the Telephone Operator:</u></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upon notification of a problem with the oxygen supply system, notify the following: <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Respiratory Therapy</b> is responsible to determine the requirements for oxygen and medical air, and notify Materials Management of the need for additional portable units.</li> <li><input type="checkbox"/> <b>Nursing</b> is responsible to determine the need for vacuum (suction) and notify Materials Management.</li> </ul> </li> </ul> <p><b>Distribution</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Materials Management and Respiratory Therapy</b> is responsible for distribution of portable units of oxygen, medical gas and suction.</li> <li><input type="checkbox"/> The Administrator on Call may activate the Labor Pool to assist in distribution of these portable units.</li> </ul>



	<p><b>OXYGEN</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Bulk and emergency reserve oxygen systems are located XX.</li><li><input type="checkbox"/> Additional oxygen is available in compressed air cylinders in the following areas: XX.</li></ul> <p><b>VACUUM (Suction)</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Additional vacuum is available in portable suction equipment from Material Systems.</li><li><input type="checkbox"/> Additional suction machines are in the following areas: XX.</li></ul>
<b>Loss of Water</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Determine ability to obtain bottled water from outside sources.</li><li><input type="checkbox"/> Use waterless hand cleaner where possible.</li></ul>

## Alternate Location

<Insert facility name>'s overall business continuity recovery strategy is based upon using existing internal resources for recovery of services and operations impacted by a disruptive event, whenever possible. Primarily, this involves the relocation of departmental services to one of three alternates:

- i. The designated department staff would relocate to an alternate location, as identified in the Business Continuity Plan.
- ii. Designated department staff may be assigned to other work groups.
- iii. Staff equipped to work at home may be assigned to continue to work at home.

In an event where the primary location is deemed to be inoperable or unsafe, the Facility Administrator/Director, or designee, will initiate unit closure procedures and activate the alternate location which may provide full or limited operational capability.

NOTE: Relocation will be coordinated with the Command Center

**Conditions for consideration:** Refrigerator, photo copy machine, space for transported medical equipment, emergency supplies

<input checked="" type="checkbox"/> Full Operational Capability	<input type="checkbox"/> Limited Operational Capability
<b>Address: Local area Hospice or Home Health</b> <b>Contact Number/s: ###-###-####</b>	

<input type="checkbox"/> Full Operational Capability	<input checked="" type="checkbox"/> Limited Operational Capability
<b>Address: Designated Office Space</b> <b>Contact Number/s: ###-###-####</b>	

Prior to Closing Down Department/LTC/SNF Checklist

**Unit  
Manager**

- Review and fill out Unit Closure Form
- Call facilities w/ decision to close down and relocate department or facility
- Call the families
- Call for staffing
- Call the primary physicians
- Call the vendors (oxygen supplier, pharmacy, dialysis)
- Prepare all residents (dress, toilet, medicate for motion sickness, pain, anxiety)
- If families come to pick up residents, it MUST be reported to Incident Command
- Re-organize floor supplies for transport (med carts, linen carts, lifts, etc.); identify a staging area and communicate to Incident Command (suggested staging ex: dining room, then down service elevator to back dock)
- Re-organize med carts/stage equipment/stage medical records/stage policy and procedure manuals
- Set up staging for resident evacuees
- Set up staging for staff pool

## Closure Checklist

### Manager

- Pack the "Go" bags and label with resident's name: 2 days of clothing, 1 set of special devices, extra attends, extra toiletries (toothbrush, toothpaste, shampoo)
- Create the "Go" charts (place in envelopes, label with resident's name and place in "Go" bag: Face sheet, advanced directives, last H&P or progress note, current MARs/TARs)
- Assess the Census: total census, ambulate, wheelchair, bedridden, on oxygen (respiratory compromised); provide to Incident Command
- Assess the supply list; provide to Incident Command
- Apply ID bracelets to all residents; obtain from medical records
- Create the information "script" for families who call in; assign staff to phones
- Call families to notify of possible evacuation; report to incident command any families that come to take their loved one home
- Consider possible alternate facilities for evacuation; assess facilities and bed available
- Assign each resident to an alternate facility; include the location, contact name, and number
- Analyze the available transportation; how many vehicles; how many w/c transports; how many chair transports; how many staff need to accompany
- If possible, send nursing to alternate facility location to assess and prepare site
- Call families with loved ones out on pass periodically to update of status

### Equipment and Supplies

- Request par level for resident care supplies and determine essential needs for alternate site.
- Collaborate and gather supplies to include vital records to record care.
- Contact CC to have transport brought to loading area for supplies.
- Designate staff to load supplies in appropriate vehicles with inventory of those being relocated.
- Collaborate with I.T. areas for computer access, application availability and areas in need.

	<p><b>Communication</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Notify external agencies of relocation.</li><li><input type="checkbox"/> Notification of PIO to release information about relocation.</li><li><input type="checkbox"/> Contact residents informing them of relocation date, time and site.</li></ul>
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## Relocation Checklist

### Transportation

- Request Assistance from EMS for transport if needed.
- Load residents into appropriate vehicles based on need.
- Assign staff with those residents going in non-EMS vehicles.
- Contact alternate site in route to relocation site.
- Relocate to alternate site.

### Alternate Location

- Designate location for record collection and privacy with specified personnel.
- Place medications in designated area and secure.
- Inventory meds with pharmacy personnel.
- Collaborate with pharmacy the release process for medications from designated area with record keeping/charges.
- Designate staff to unload equipment/supplies and equipment to designated areas.
- Designate area for staff breaks and rest periods.
- Maintain appropriate area for food storage and preparation for residents and staff.
- Separate areas for toileting and showering of residents/staff.
- Post signage.
- Ensure security of building with IC, Maintenance and local law enforcement agencies.
- Provide breaks and rest periods to staff.
- Re-evaluate staff schedule and needs per shift and adjust per resident needs.
- Assign staff to return and inventory equipment placing back into appropriate areas.
- Assign staff to resident care areas.

### Relocation Checklist (cont.)

#### Manager

- Collaborate with I.T., Business Office and Admissions: assignments of data entry not captured at alternate care site to be inputted into EMR.
- Provide all hard copy records to those designated to enter data into EMR.
- Inventory medical supplies in each resident care area to identify anything that should be discarded, can still be used or needs to be ordered.
- Do not dispose of unsalvageable equipment. Everything must be inventoried and evaluated for insurance purposes.
- Use pre-existing order lists of products and supplies for each area to inventory supplies and create resupply lists.
- Identify any equipment and/or supplies currently in storage that can be used to replace missing or damaged items.
- Ensure that the environmental staff has the chemicals and cleaning supplies needed to begin clean up.
- Identify missing or damaged medical equipment such as point of care testing machines, ventilators, portable monitors, smart pumps, blood gas machine, ventilators, bronchoscopes, echocardiogram machines, ultrasound machines, cardiac tear testing machines, etc.
- Alert supply chain team about equipment that was sent with residents when they were evacuated.
- Assist Biomed team to return and reconfigure medical equipment that was moved or disconnected during the relocation Work with Biomed teams and vendors to ensure that any specialized medical equipment and systems are functioning correctly.
- Work with IT and Communications to identify missing or damaged computers or communications equipment.
- Work with Facilities team to ensure that all gas and suction lines are working correctly.

## Recovery and Resumption of Mission Critical Services

Prior to returning to the primary site during the recovery phase, it is essential to determine the status of the facility and equipment. Once it is confirmed that essential infrastructure and supplies are available, services may be resumed at primary location. Preparations to initiate these actions should be taken at the earliest time possible.

Recovery and Resumption of Mission Critical Services Checklist	
<b>Manager</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Confirm with the CC to validate all clear to return to facility.</li><li><input type="checkbox"/> Notify staff.</li><li><input type="checkbox"/> Collect hard copy records.</li><li><input type="checkbox"/> Assign staff to gather necessary equipment/supplies to relocate.</li><li><input type="checkbox"/> Load supplies, equipment, records and return to facility.</li><li><input type="checkbox"/> Request facilities to transport equipment and supplies.</li><li><input type="checkbox"/> Notify incident command team is ready to return.</li><li><input type="checkbox"/> Request IT/Telecom to mobilize phones at primary site.</li><li><input type="checkbox"/> Determine inventory of pharmaceuticals, care equipment, and hardware equipment.</li><li><input type="checkbox"/> Notify stakeholders regarding appointment changes or cancelations.</li><li><input type="checkbox"/> Return to facility.</li><li><input type="checkbox"/> Notify agencies of reopening.</li><li><input type="checkbox"/> Notify PIO to release communication to public of reopening.</li></ul>



# Appendix A: Schedules

BCP Update Schedule

BCP Exercise and Training Schedule



## BCP Exercise and Training Schedule

The BCP will be exercised and trained on the schedule outlined below. Exercises and trainings should occur prior to the required plan update in order for the lessons learned to be reflected in the update.

Facility Administrator is responsible for ensuring the exercises and trainings are carried out and documented.

Scheduled Update	Plan Version