DecentCare

BUSINESS CONTINUITY PLAN
Emergency and Disaster Management

Section	Date	Release/Amendment summary	Revision	Version number	Approval
All	August 2022	Development of Business Continuity Plan	0		
All	January 2023	Review and update	1		

DecentCare

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INTRODUCTION

This Business Continuity Plan is a collection of procedures and information to maintain Decent Care operations during a period of displacement or interruption of normal operation, emergency, or disaster and to ensure participants are adequately supported.

This Business Continuity Plan includes not only emergencies such as a loss of office operations, but also routine work, information technology and human resources emergencies.

The Decent Care has a corporate structure that includes managers, team leaders and support workers/coordinators.

Service delivery areas currently includes;
- Daily supports including community access
- Support Coordination

Although registration includes Specialist Disability Accommodation, this has not yet been activated as a service. Decent Care is currently in the process of undertaking a scope extension to the registration groups to include implementation of behaviour support.

Decent Care currently has a head office based in Seaford and is planning a relocation to Cranbourne West (Vic) in 2023

Each participant that is supported by Decent Care and identified as reliant on their service has an Emergency Management Plan that includes the following:
- Emergency contact details (support network)
- Information relating to their medical/personal needs
- Each participant is involved in the development of their emergency plan
- All team members and participants are trained in the incident response plan

Secondary employment and secondary contact details are recorded for team members to ensure contact is possible where they may be contacted to provide additional support in an emergency.

This plan is tested through:
- Team members knowledge checks
- Contact and secondary contact reviews (team members and participants)
- Reviewing of participant emergency plans with each goal plan review

DEFINITIONS

Business continuity plan (BCP)	Creation and validation of a practiced logistical plan for how a Decent Care will recover and restore partially or completely interrupted critical (urgent) functions within a predetermined time after a disaster or extended disruption.
Key service activities	Activities essential to delivering outputs and achieving of service objectives.
Resources	The means that support delivery of an identifiable output and/or result. Resources may be money, physical assets, or most importantly, people.
Risk Management	The identification, assessment, and prioritisation of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and impact of unfortunate events to ensure the project is delivered as required.

OBJECTIVES

This Business Continuity Plan aims to minimise the disruption and impact of a disaster and continue to provide support to participants before, during and after an emergency.

The Decent Care objective is to plan for disasters and thus to achieve this, the objectives of this plan are to:

- Undertake risk management assessment.
- Define and prioritise critical service requirements.
- Detail the immediate response to critical incidents.
- Detail strategies and actions to be taken to enable the Decent Care to ensure participant safety.
- Continually review and update this plan on a regular basis.

Principles

Business continuity planning involves developing a plan that is practical for the service so it can continue to operate after an incident or crisis and recover quickly if an incident does happen. This plan will help to:

- Minimise risk and impact on participants

- Identify and prevent risks where possible.
- Prepare for risks that cannot be mitigated
- Respond and recover if an incident or crisis occurs.

It aims to ensure participants are continued to be supported and service operations stabilised as soon as possible in the event of an emergency.

Document Layout

Each Risk will include the following:
- Likely Scenario – the most likely reasons for problems to occur
- Probability – the likelihood of the Risk occurring (high, medium, low)
- Impact – will the impact on Decent Care's business be high, medium, or low?
- Functions affected – what project-related functions the problem impacts
- Action – what to do when the interruption occurs
- Responsibilities – who takes what actions
- Mitigation – what is Decent Care doing to minimise the Risk before it happens?
- Constraints – the practicalities of dealing with the Risk
- Resources – the implications for costs, Staffing, facilities etc.

Distribution List

All team members will have access to this plan as required.

Business Continuity Decent Care
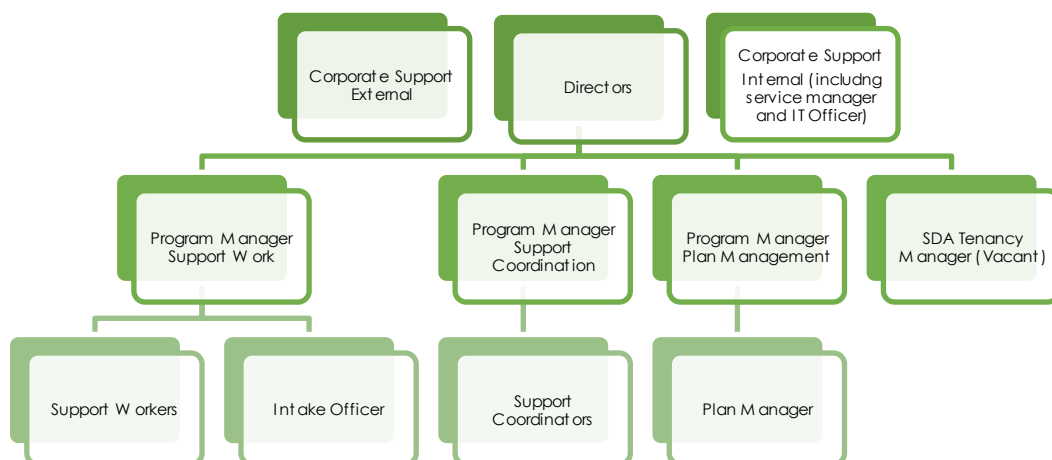
Key Company Emergency Contacts and Role

Name	Role	Contact No
Arsen Nikola	Director of Operations and Program Manager Plan Management Emergency Officer	0422017092 or 03 97067619
Adel Dafla	Director of Service Delivery and Program Manager Support Services	0432045552 or 03 97067619
Qais Khail	Program Manager Support Coordination	0478027207 or 03 97067619
Limon Shakwat	IT officer	0420742694 or 03 97067619
Sela Aaifou	Quality and Compliance Manager	03 97067619
Liz Lorencz	Intake Officer	0421308884 or 03 97067619
Additional Staffing where required	Agency - Hireup	02 9113 5933

EMERGENCY OFFICER FUNCTION DURING AN EMERGENCY:

1. Review BCP
2. undertake communications with Emergency Services
3. Review and prioritise participants based on the assessed vulnerability
4. undertake communications with Program Managers ensuring that participant emergency plans are actioned by team members
5. At all times during the incident, complete the 'Incident response checklist' and 'Incident Report Log' found in the appendices.

6. Monitor Program Managers Progress to team members
7. Seek additional support if necessary, e.g sourcing additional team members

PROGRAM MANAGER FUNCTIONS

Communicate to team members the following:

- Overview of Emergency Management plan relevant to emergency type
- Allocating team members to participants
- Priority of support based on participant level of vulnerability
- Instructing team members to review participants plans
- Advise team members to action participant Emergency Management Plans
- Monitoring progress on team member actions
- Supporting team members as required
- If any incident could possibly involve the press or public, immediately contact the Managing Directors so they can brief all team members on appropriate action.

Program Managers must provide ongoing progress reports to the Emergency Officer

TEAM MEMBER FUNCTIONS

- Follow instructions from Program Manager and Managing Director
- Action participant emergency management plans
- Record Actions
- Advise the Program Manager immediately of any difficulties experienced in actioning the plan

Emergency Contacts

Onsite- Head Office

Name	Contact	Other Contact Details
Police	000 – immediate assistance	
Fire	000 – immediate assistance	
Ambulance	000 – Immediate Assistance	
Hospitals	Frankston Hospital (03) 9784 7777	2 Hastings Rd, Frankston VIC 3199
Electricity		
Internet		

Local Council	1300 322 322	30 Davey St, Frankston VIC 3199

<u>In Home Support</u>

Emergency contacts are specific to location of the participant.

This information is recorded within individual participant emergency management plans.

Business Continuity Plan Activation

The BCP activation occurs when an incident with a magnitude of impact is such that participants safety is jeopardised or continuity of participants support is impacted.

The activation of the BCP is determined by the Decent Care's Emergency Officer.

RISK IDENTIFICATION

Risk Rating

The Decent Care shall assess its risk using a rating as detailed below for both likelihood and Impact

- Probability – the likelihood of the Risk occurring rated high, medium, or low p
- Impact – will the impact on Decent Care's business be rated as a high, medium, or low impact.

After each incident

Complete a standard set of tasks after every incident. These standard tasks are not repeated under each risk, but must be completed after each incident:

- Return all operations and services to their original form
- Advise participants, team members and any other relevant key stakeholders that the incident is over, and services will resume as per usual.
- Ensure participants are offered additional support if required – e.g. debrief or post trauma counselling
- Review participant Personal Emergency Management Plans where there were difficulties experienced during the emergency.
- Complete the 'Incident Recovery Checklist' as a guide found in the appendix part of this plan.
- Review the incident response and business continuity plan for continuous improvement opportunities identified.

RISK MITIGATION AND ACTIONS

RISK 1	Economic and financial Risks - global financial events, interest rate increases, cash flow shortages, NDIS Funding changes, Participants not paying, rapid growth or rising costs
Probability	Medium
Impact	High
Likely Scenario	Change of government / agencies policies, Participant's payment interrupted / delayed / ceased, business / bank interest increase, exceeding budget spending, unforeseen rise in operational spending / other facilities, corporate theft / unauthorised access to bank/ finance accounts, impact / cost of prosecution by authorities.
Functions affected	All
Action	- Review and update Business plan (reduce services and/or seek alternative work initiatives), policies, risk register, budget, and financial accounts when a significant change to government / agencies policies. - Record and list all decisions and actions on the 'Incident Event Log' - Finance audit conducted. - Review and update budget forecasts, with monitoring more frequently until stabilised. - Introduce cost savings measures. - Corporate theft / unauthorised access to bank/ finance accounts – call authorities and financial institutions of issue: - Receive damage report from financial institutions and authorities. - Introduce methods in agreeance with financial institutions on freezing accounts or prevention of further unauthorised access to accounts. - If required relocate account to temporary / permanent alternate location / options. - Account monitoring program to be introduced. - Contact team members and advise on changes. - Contact suppliers and Participants to advise of the emergency and alternate business arrangements. - Company insurances are maintained to cover scope of work. - Review Risk Register and BCP and update as required. Consideration for development of contingency plan for owners/Managing Directors' death). - Complete Incident Recovery Checklist
Responsibilities	Managing Directors and/or nominated (internal / external) personnel.

Mitigation	Review and update Business Plan (reduce services and/or seek alternative work initiatives), policies, Risk Register, budget, and financial accounts as to align with change to government / agencies policies. Including corporate theft / unauthorised access to bank/ finance accounts requirements.
Constraints	Decent Care's Executive decisions / strategies may override these instructions if there are any conflicts.
Resources	▪ Company accountant / financial advisors ▪ Insurance / financial Institution representatives ▪ Company finance system ▪ Decent Care Risk Register

RISK 2	Security - such as theft, fraud, loss of intellectual property, terrorism, extortion, physical and online security, and fraud.
Probability	Low
Impact	High
Likely Scenario	corporate theft / unauthorised access to bank/ finance accounts including identity theft, Participant information and property theft.
Functions affected	All

Action	▪ Corporate theft / unauthorised access to bank/ finance accounts:
	  o Call authorities and financial institutions of issue.
	  o Record and list all decisions and actions on the 'Incident Event Log'
	  o Receive damage report from financial institutions and authorities.
	  o Introduce methods in agreeance with finance institutions on freezing accounts or prevention of further unauthorised access to accounts.
	  o If required relocate account to temporary / permanent alternate location / options.
	  o Account Monitoring Program to be introduced.
	▪ Contact team members and advise on any changes.
	▪ Company insurances are maintained to cover scope of work.
	▪ Complete Incident Recovery Checklist

Responsibilities	Managing Directors and/or nominated (internal / external) personnel.
Mitigation	Review and update Business Plan (reduce services and/or seek alternative work initiatives), policies, Risk Register, budget, and financial accounts as to align with change to government / agencies policies. Including corporate theft / unauthorised access to bank/ finance accounts requirements. Human Resource Policy and Procedure Team members screening
Constraints	Decent Care's Executive decisions / strategies may override these instructions if there are any conflicts.
Resources	• Insurance

RISK 3	Health (pandemics, outbreaks and infection control, etc) See also: Decent Care Covid 19 Policy and Procedure and Covid 19 Plan
Probability	High
Impact	High
Likely Scenario	Global and national pandemic such as COVID-19, Swine Flu, SARS, etc. Infectious outbreaks from Participants and team members working in Decent Care sites and services provided. Death in service (Participant, team members, management)
Functions affected	All

Action	▪ Contact NDIS Quality and Safeguard Commission to advise of the status
	▪ Global and national pandemic: - Also refer to Waste Management, infectious Control Policy and Incident Management Policy.
	  • Close contaminated location and do not touch anything / disturb scenes unless a person's life is in danger.
	  • Immediately isolate potential contaminated person(s) including infected individual, until advice received from government agencies / health authorities.
	  • Contact government agencies / health authorities, emergency services – Police, etc.
	• Record and list all decisions and actions on the 'Incident Event Log'
	  • Remind all team members and Participants about social distancing requirements.
	  • Coordinate testing of contaminated person(s).
	  • Coordinate deep cleaning / sanitise contaminated area immediately.
	  • Conduct screening of all team members and Participants and/or representatives who may have had encounter with the infected individuals.
	  • Consider relocating to alternative location during cleaning and isolation.
	▪ Conduct a site inspection to identify pandemic controls are adequate and implemented appropriately i.e. hand sanitiser, PPE, infectious control instructions, etc.
	  • Introduce temporary pandemic / security controls as required – i.e. hand sanitiser stations, PPE, infectious control instructions, etc.
	  • Review future pandemic controls.
	  • If required relocate to our temporary alternate location.
	  • Divert telephones to temporary alternate location.
	  • Contact team members and advise on alternate location.
	▪ Contact insurance company if applicable and ensure company insurances are maintained to cover scope of work.

	▪ Contact Participants and/or representative as required to advise of the emergency and alternate business arrangements. ▪ Contact team members and advise on changes. ▪ Training on infectious controls as required. ▪ Complete Incident Recovery Checklist
Responsibilities	Managing Directors and or nominated (internal / external) personnel.
Mitigation	Review and update Business Plan (reduce services and/or seek alternative work initiatives), policies, Risk Register, PPE, covid-19 Plan.
Constraints	Decent Care's Executive Decisions / Strategies may override these instructions if there are any conflicts.
Resources	▪ Waste Management and Infectious Control Policy ▪ Incident Management Policy ▪ Covid19 Policy and Procedure and Covid 19 Plan ▪ NDIS Quality and Safeguard Commission ▪ Department of Health resources ▪ WorkSafe ▪ Cleaning and Security Company ▪ PPE – Gloves, Face Shield, Masks, Gowns, etc ▪ Sanitising products and equipment

RISK 4	**Staffing – industrial relations issues, human error, conflict management or difficulty filling vacancies**
Probability	Low
Impact	High
Likely Scenario	Team members absenteeism personal / family illness, departures / dismissals, injury / death, etc. Recruitment issues – Lack of resources, insufficient skilled work force Training issues – Time allocation for relevant training, scheduling team members for training resulting in incidents (e.g medication error) Participant incidents resulting in harm or death Lack on continuity of support for participants Rostering and scheduling of support team members. Government mandates e.g vaccinations Workers compensation Death in service (owners of business).
Functions affected	All
Action	▪ Refer to Human Resource Policies and Procedures. ▪ Refer to Decent Care Decent Care Risk Register ▪ Record and list all decisions and actions on the 'Incident Event Log' ▪ Consider use of external agency support team members/ coordinators

	▪ Contact Participants and/or representative as required to advise of the emergency and alternate service arrangements. ▪ Contact team members and advise on changes. ▪ Training of team members as required. ▪ Complete Incident Recovery Checklist
Responsibilities	Managing Directors and/or nominated (internal / external) personnel.
Mitigation	Review and update Business Plan (reduce services and/or seek alternative work initiatives), policies, Risk Register, Delegation of Authority, budget, and financial accounts. Develop positive workforce culture Monitor workforce capacity Monitor participant needs to prepare for required skills requirements Supervision and Performance Appraisals Ensure team members contact details are up to date (including secondary employment) to source in event of emergency Access to Agency Team members Team members feedback/surveys Team meetings Monitor workforce skillbase
Constraints	Skilled workforce availability, financial, time
Resources	▪ NDIS Quality and Safeguards training availability ▪ Ongoing supervision and Performance Appraisals of team members ▪ Monitor skills capacity of workforce ▪ Strategic recruitment and workforce to participant allocation ▪ Robust reporting lines within Decent Care ▪ Human Resource Policy and Procedures ▪ Team members feedback/surveys ▪ Work Cover Insurance ▪ Work, Health and Safety Risk Management Policy and Procedures

RISK 5	Inadequate Support provision (serious harm or death of a participant)
Probability	Low
Impact	High
Likely Scenario	Unauthorised use of restrictive practice Medication error Support or clinical error Transport accident Service reputation compromised Adverse media Loss of team members Litigation
Functions affected	All

Action	▪ Record and list all decisions and actions on the 'Incident Event Log' ▪ Refer to Incident Management Policy and Procedure (including internal reporting and investigation processes) ▪ Report all reportable incidents to the Quality and Safeguards Commission ▪ Contact family if participant has provided consented ▪ Review for continuous improvement requirements
Responsibilities	Managing Directors and/or nominated (internal / external) personnel.
Mitigation	Ensure all participant risk management plans are undertaken and reviewed regularly Ensure Team members screening Monitor team members' practice Ensure participants are supported by adequately trained team members Review and update Participant support policies (e.g. participant transport) Ensure all participants have an Emergency Management Plan Ensure all insurances are adequate and up to date
Constraints	Decent Care's Executive Decisions / Strategies may override these instructions if there are any conflicts.
Resources	▪ Participant risk assessments ▪ Participant Goal Plan Risk Assessments ▪ Commission Portal to report incident ▪ Training ▪ Screening ▪ Code of Conduct for team members ▪ Insurance

RISK 6	Information Technology – Data Security & Failure Electronic (Hardware, Software) Hardcopy documented information.
Probability	Low
Impact	High
Likely Scenario	▪ Software error, network issues (emails, network drives, servers etc), off-line or corruption of data. ▪ Change of external IT providers- Loss of information (Moving away from Decent Cares CMS to other CMS system, change of cloud/backup system providers, not maintaining renewal of licenses. ▪ Backup system failure, hardcopy documents lost or damaged from fire, water, loss in transit, ▪ Use of non-authorised USB/external drives, computers, or systems.
Functions affected	All
Action	▪ Refer to Risk Register and company Policies and Procedures Information Management, Privacy and Consent and Incident management.

	▪ Record and list all decisions and actions on the 'Incident Event Log' ▪ Investigate ▪ For PCs and laptops, contact the Managing Directors who will contact manufacturer ▪ For scanners, printers etc, issues contact the Managing Directors who will contact the manufacturer ▪ Conduct a site inspection to identify extent of loss, electronically and hardcopies. ▪ Assess if hardcopies need to be reprinted and stored accordingly. ▪ Introduce temporary security controls as required. ▪ Contact insurance company and/or OAIC for any data breaches as required. ▪ Contact Participants and/or representative as required to advise of the emergency and alternate business arrangements. ▪ Contact team members and advise on changes. ▪ Company insurances are reviewed and maintained to cover scope of work. ▪ Arrange repairs and replace assets. ▪ Complete Incident Recovery Checklist
Responsibilities	Any team member to contact IT Help Desk.
Mitigation	Information stored in hard and soft copy
Constraints	Restoration time.
Resources	▪ Broadcast email ▪ Phones ▪ Mobile phones ▪ Emergency folder

RISK 7	Bush Fire, Flood, Earthquake or other natural disaster for participants in their home
Probability	Low
Impact	High
Likely Scenario	▪ Vulnerable participants with restricted mobility or communication are seriously harmed or death
Functions affected	All
Action	▪ Alert the Emergency Officer ▪ The Emergency Officer reviews and identifies high risk Participants to assist in list of priority ▪ The Emergency Officer contacts relevant authorities including the local fire brigade and ambulance service to advise of vulnerable participants ▪ The Emergency Officer delegates team members to participants ▪ Team members review individual participants Personal Emergency Plan

	• Team members undertake identify participant needs (e.g medical, behavioural etc) • Team members contacts the participant and emergency contacts as listed and undertakes any other outlined further steps to prevent the participant from harm • Team members reports back to Emergency Officer • Emergency officer updates all decisions and actions on the 'Incident Event Log'
Responsibilities	Emergency Officer and delegated persons (all team members)
Mitigation	Individual Emergency management Plans (with ongoing review) Adequate team members availability in an Emergency including agency team members Team members training Practice processes for emergency preparedness Review of plan Allocation of Emergency Officer
Constraints	• Utilities (electricity or internet loss in fire) Mobile phone reception Possible team members availability
Resources	• Emergency Services • Emergency planning

RISK 8	Fire, Flood, Earthquake or other natural disaster for participants at decent care head office
Probability	Low
Impact	High
Likely Scenario	• Vulnerable participants with restricted mobility or communication are seriously harmed or death
Functions affected	All

Action	• Emergency Officer informs all team members and blows whistle
	• Emergency Officer contacts emergency service and communicates issue
	• Emergency Officer obtains the following if safe to do so:
	  - sign in checklist and
	  - participant medications and
	  - participant files (emergency plans)
	• Team members evacuate all participants to evacuation point (taking mobile phones)
	• Emergency Officer follows checks building in all areas (where safe to do so)
	• Emergency Officer undertakes a role call to ensure all persons are accounted for
	• Team members with first aid certificates undertake first aid
	• Emergency Officer contacts the Ambulance if required

	- Team members contact participant family/representatives to collect from site - The Emergency Officer completes an internal Incident Form - The Managing Directors advises the NDIS Quality and Safeguards Commission within 24 hours - The Managing Directors contacts insurance agency - A review of the incident and lessons learned are captured to undertake prevention of recurrence and to improve response times
Responsibilities	Emergency Officer and delegated persons (all team members)
Mitigation	Evacuation plans Evacuation drills Go Packs checked are checked quarterly Emergency contact lists updated regularly Team members training Insurance
Constraints	- Utilities (electricity or internet loss in fire) - Transport - Participant mobility - Participant behaviours in emergency
Resources	- Emergency Services - Emergency planning

RISK 8	**Managing Directors unable to attend to duties (illness, accident or death)**
Probability	Low
Impact	High
Likely Scenario	Accident or illness
Functions affected	All
Action	- BCP is trained to all team members - Team members are aware of delegation schedule - Alternative Director to liaise with team members regarding participant needs - Review participant files - Alternative Director to coordinate and monitor existing team members to meet participants needs - Advise information to NDIS - Advise service contacts (ongoing business
Responsibilities	Delegated Back up Person
Mitigation	Delegation Schedule Delegated authorities have been provided with information relating to key access as well as passwords

	The Managing Directors holds relevant screening documents to ensure the Delegated Person is safe for participants.
Resources	▪ Delegation Schedule

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INCIDENT RESPONSE

In the event of an incident, use the checklists where applicable and as detailed within the risks as found within the appendices A to C, plan found below.

Appendix A

INCIDENT RESPONSE CHECKLIST		
INCIDENT RESPONSE	☐	ACTIONS TAKEN
Have you:		
▪ Assessed the severity of the incident?	☐	
▪ Evacuated the site if necessary?	☐	
▪ Considered participant impact and response required?	☐	
▪ Identified any injuries to persons?	☐	
▪ Contacted emergency services?	☐	
▪ Implemented your Incident Response Plan?	☐	
▪ Started an Event Log?	☐	
▪ Appointed a spokesperson?	☐	
▪ Gained more information as a priority?	☐	
▪ Briefed team members on incident?	☐	
▪ Allocated specific roles and responsibilities?	☐	
▪ Identified any damage?	☐	
▪ Identified critical business activities that have been disrupted?	☐	
▪ Kept team members informed?	☐	
▪ Contacted key stakeholders?	☐	
▪ Understood and complied with any regulatory/compliance requirements?	☐	
▪ Initiated media/public relations response?	☐	

Appendix B

Lists all decisions and actions in the period immediately following any critical event or incident. Ensure all details included.

INCIDENT EVENT LOG			
Date	Time	Information / Decisions / Actions	Initials

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INCIDENT RECOVERY CHECKLIST		
INCIDENT RESPONSE	☐	ACTIONS
Now that the crisis is over have you:		
▪ Refocused efforts towards recovery?	☐	
▪ Checked if participants require post emergency support		
▪ Deactivated team members and resources as necessary?	☐	
▪ Continued to gather information about the situation for ongoing impacts?	☐	
▪ Assessed current financial position?	☐	
▪ Reviewed cash requirements to restore operations?	☐	
▪ Contacted insurance brokers/company?	☐	
▪ Developed financial goals and timeframes for recovery?	☐	
▪ Kept team members informed?	☐	
▪ Kept key stakeholders informed?	☐	
▪ Identified information requirements and sourced the information?	☐	
▪ Set priorities and recover options?	☐	
▪ Updated the Recovery Plan?	☐	
▪ Captured lessons learnt from Participant, team and business recovery?	☐	