

When Systems Fail, Patients Can't Wait

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Business Continuity & Resilience 101

1. **Business Continuity Planning (BCP)**
   Processes and plans to continue critical operations during disruption.

2. **Operational Resilience**
   The ability to maintain critical services through disruptions and recover quickly.

3. **Disaster Recovery**
   Recovery of technology, systems, applications, and data after an outage.

4. **Business Impact Analysis (BIA)**
   Assessment of operational, financial, and reputational impacts from disruptions.

5. **Recovery Time Objective (RTO)**
   Maximum acceptable time a process or system can be unavailable.

6. **Crisis Management**
   Executive decision-making and communications during significant incidents.

7. **Critical Business Services**
   Essential services that must remain operational during a disruption.

8. **Third-Party Resilience**
   The ability of vendors and suppliers to maintain service during disruptions.

9. **Operational Recovery**
   The process of restoring people, processes, technology, and facilities after an event.

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CHS Resilience Journey



CHS Community Health Systems

- Using server-based tool to manage DR plans
- Established BC in 2016
- Focused on developing department first year
- Contracted with a web hosted tool to develop BC plans
- Experienced challenges with tool
- Contract with Riskonnect in 2025

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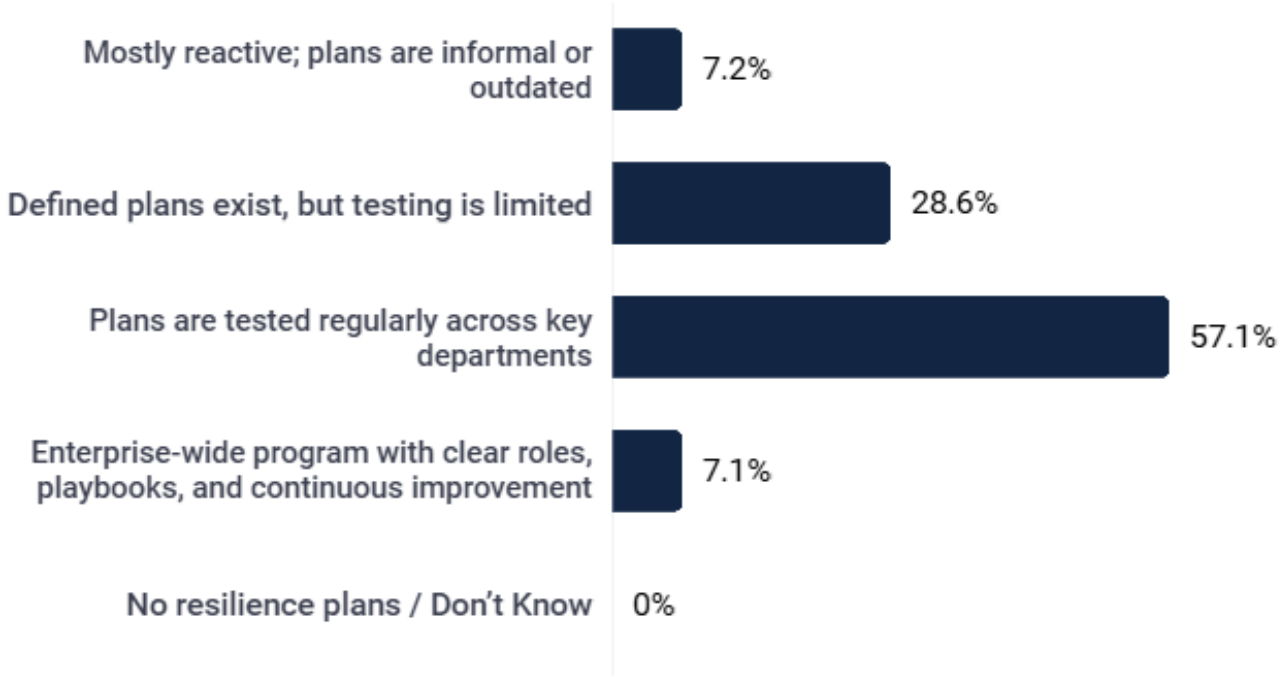
Why Resilience is Essential



- HIPAA, Joint Commission, CMS, EM regulatory requirements
- Patient Care Continuity
- Corporate Support
- BC/DR Resilience
- Event Management

How mature is your organization's resilience planning today? (select one)



15 total participants | 14 votes

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Use Case | Natural Disaster

- Hurricane Katrina 2005
- Alaska Earthquake 2015
- Healthcare Clinic flooding 2018 (Arkansas)
- Hospital wildfire evacuation 2018(Oklahoma)
- Hurricane Ian 2022
- Indiana tornadoes/flooding 2026



Use Case – Cyber Attack



- $10 MILLION average cost of a data breach in the U.S.
- Healthcare has been the costliest industry for breaches for more than 14 consecutive years
- Healthcare organizations disrupted by a cyberattack, **29%** reported a **rise** in patient mortality rates.

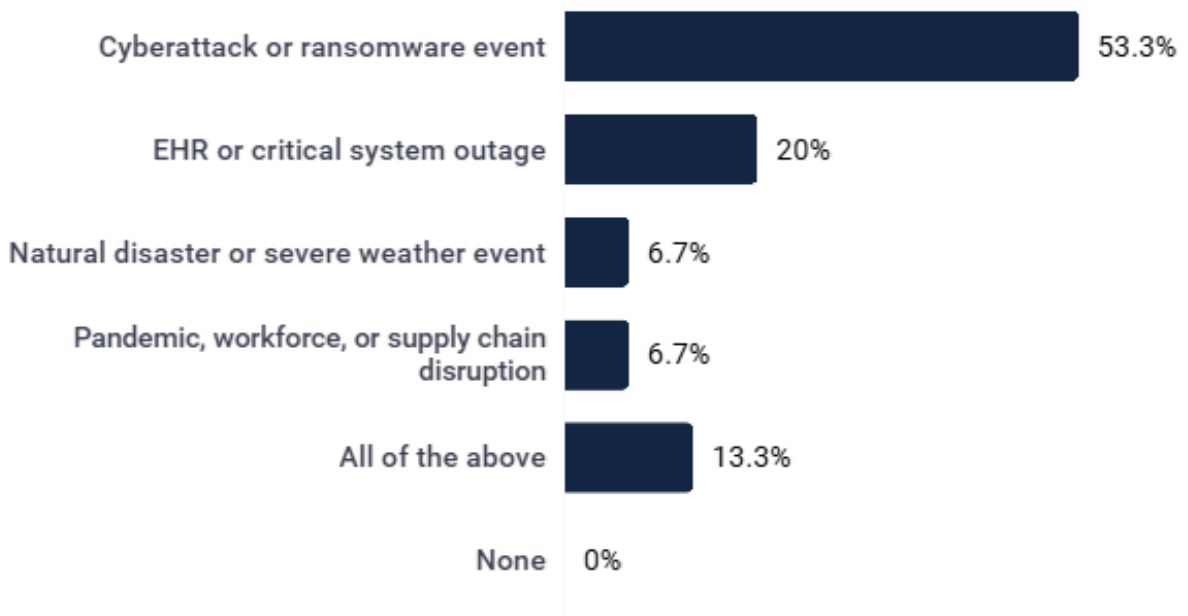
Use Case - Third-Party Issues

- Crowdstrike IT faulty update
  - 8.5 million devices effected
- Ascension Ransomware attack
  - 5.6 million patients affected
- Change Healthcare cyber attack
  - 192 million individuals affected
- Kaiser Permanente data breach
  - $46 million settlement
- CERNER/Oracle Health software maintenance error and EHR 5-day outage
  - 45 CHS hospitals affected



2024 = Orange | 2025 = Blue

What type of operational disruption is your organization most focused on preparing for today? (select one)



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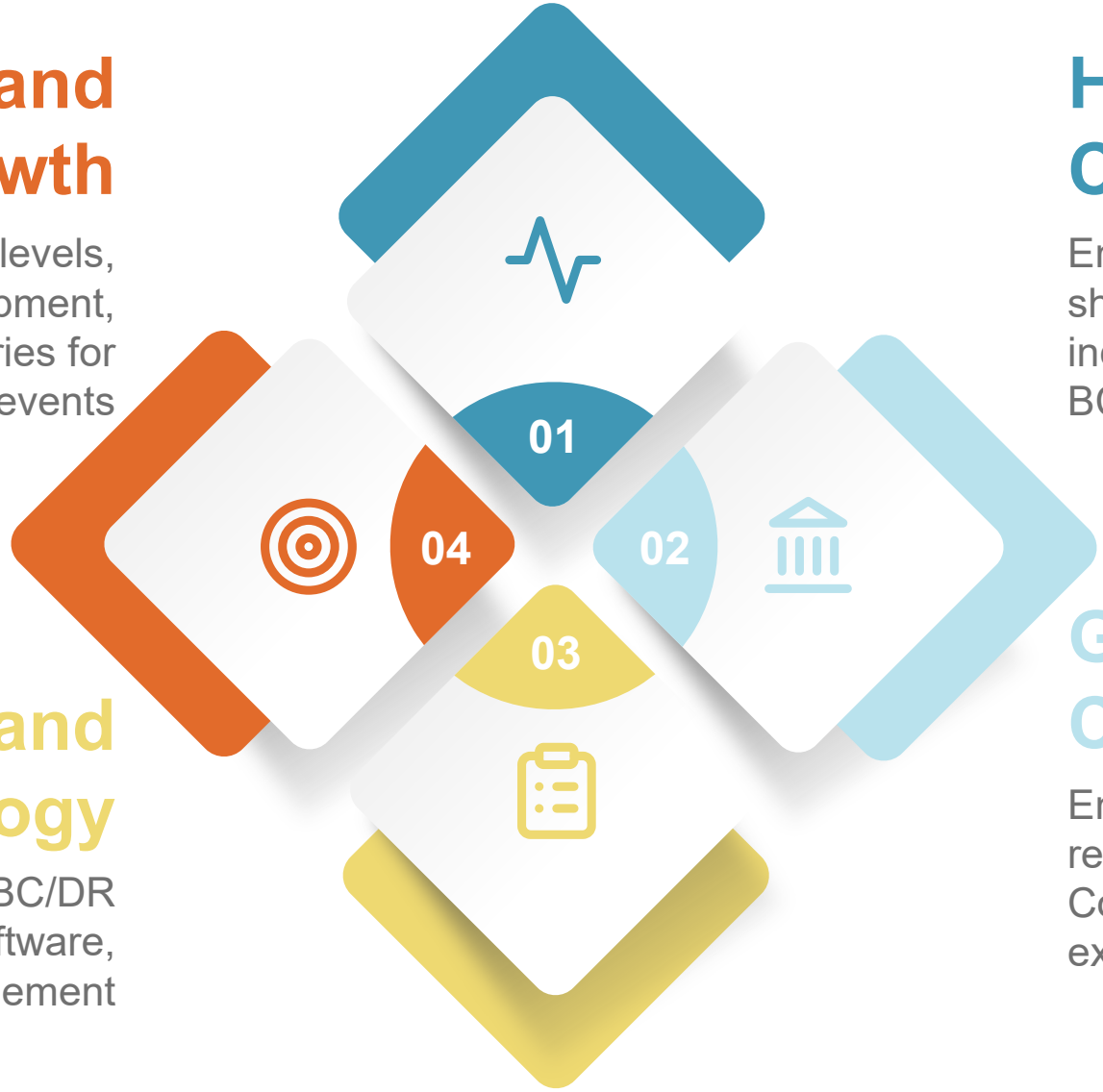
Resilience and Healthcare

Readiness and Growth

Drills and Exercises at all levels, Corporate leadership development, and lessons-learned repositories for drills and disaster events



Healthcare Continuity

Emergency Management is shared with all business entities including Corporate Leadership, BC, DR, and healthcare facilities

Tools and Methodology

Standardized BIA/BC/DR templates, planning software, and resource management

Governance and Coordination

Enterprise-wide standards, regulatory alignment, Corporate Command Center leadership, and external agency coordination

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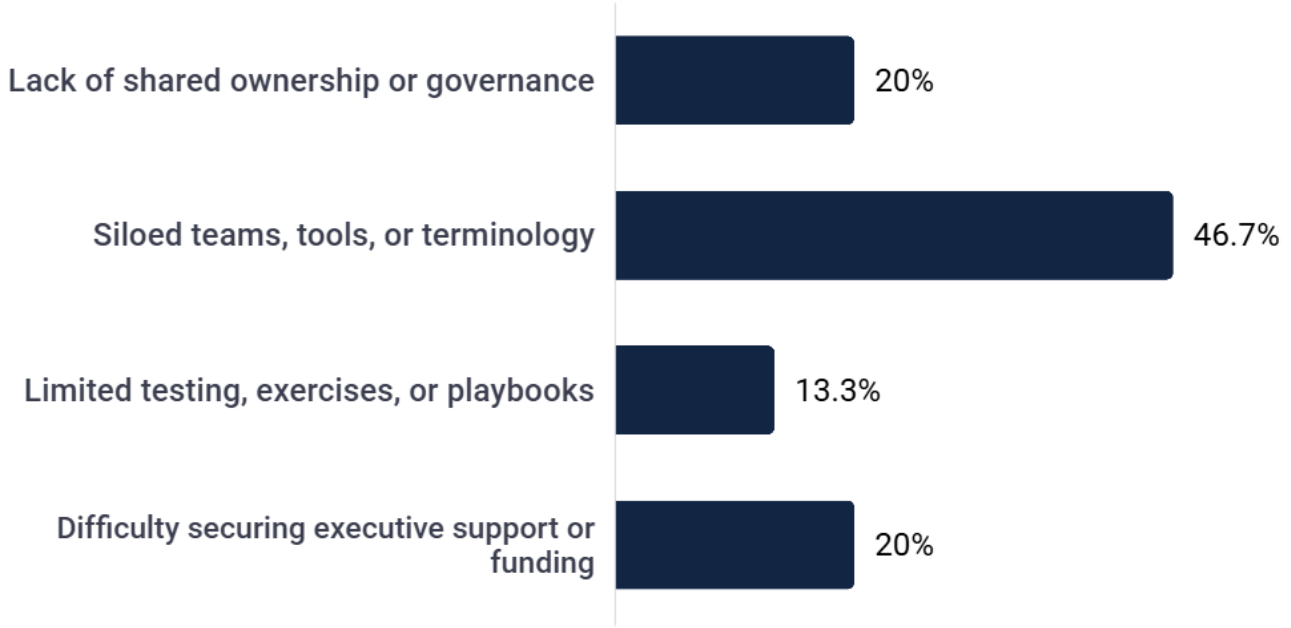
What is the biggest barrier to strengthening resilience? (select one)



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What's Next for CHS and Resilience

- 40% of BIA's/BC plans for Corporate and Shared Service environment implemented
- Training and Implementation of Crisis Management
- Implementation of DR plans
- Gap Analysis
- Testing of plans
- Central repository for EM plans
- Operational Continuity Alignment



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QUESTIONS

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CONNECT WITH ME

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THANK YOU
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