

HIRC Business Continuity Maturity Assessment
Overview & Self-Assessment Guide



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HIRC BCM Assessment

Summary

Business Continuity Maturity (BCM) is a programmatic approach to protect critical operations through planning and preparedness. BCM is a formal discipline and involves a systematic approach. Members developed a standard BCM assessment as a derivative of ISO 22301.

The standard enables suppliers to respond to one assessment and share responses with customers efficiently. Intent is to help assess BCM fundamentals.

Suppliers may choose to respond via [Supply Risk Solutions](#). This option provides a secure and convenient approach for sharing with authorized customers at no cost.

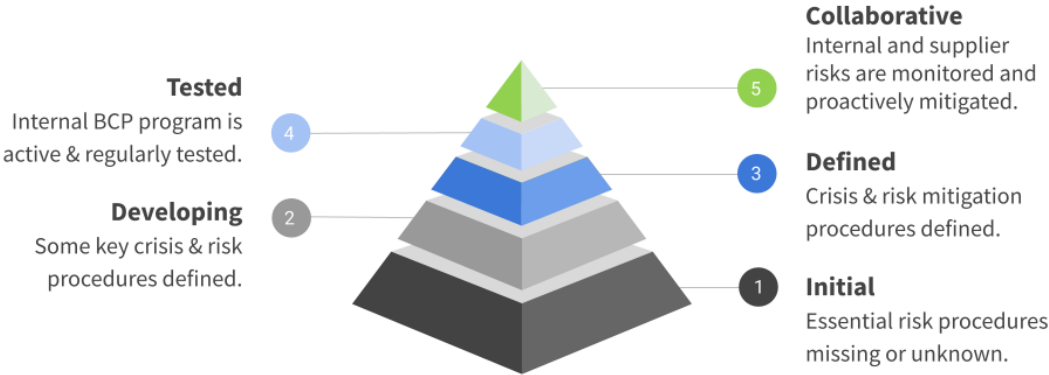
Guidance

Deploy this framework for all essential relationships and/or products.

Suppliers who earn the [Resiliency Badge](#) do not need to complete the BCM Assessment.

Model

The Badge has been designed to offer distinct value to healthcare providers and suppliers, which will be amplified over time through increased adoption.



The five-tier model is broken down into themes on the following page.

Each of the questions below directly impact the score. For example, to progress from Initial (level 1) to Developing (level 2), questions 1, 14, and 19 must be satisfied as shown.

1. Initial

- Approved BCM (Q1)
- Crisis Plan (Q14)
- Recovery Timeframe (Q19)



Initial

Essential risk procedures missing or unknown.

2. Developing

- Product BCM (Q2)
- Pandemic Plan (Q5)
- BIA (Q9)
- Communications Plan (Q17)
- Recovery Capacity (Q20)
- Organizational Monitoring (Q25)



Developing

Some key crisis & risk procedures defined.

3. Defined

- BCM Adherence (Q3)
- BCM Improvement Plan (Q6)
- BIA Mitigation (Q11)
- Crisis Testing (Q15)
- Recovery Testing (Q22)



Defined

Crisis & risk mitigation procedures defined.

4. Tested

- Supplier Monitoring (Q26)
- Supplier BCP Collection (Q28)
- Supplier BCP Feedback (Q29)
- Supplier Contacts (Q30)
- Supplier Impact Survey (Q31)
- Single Source Alternatives (Q32)



Tested

Internal BCP program is active & regularly tested.

5. Collaborative

- BCM levels 1-4 met



Collaborative

Internal and supplier risks are monitored and proactively mitigated.

Questions

(*) represent questions that are required to satisfy the indicated maturity level.

12.2023 updates

#	BCM Program	Response	*
1	Does your organization have a written Business Continuity Management (BCM) program or policy document that has been formally approved by accountable senior management?	Yes No	1
2	What percentage of your organization's products and services is covered by a written BCM program?	*Percent	2
3	Does your organization adhere to the requirements of a BCM program approved by accountable senior management?	Yes No	3
4	When was the most recent review, if any, by your organization's senior management to ensure the effectiveness of the BCM program?	Date	-
5	Does your organization have a written pandemic plan that covers all locations critical to fulfillment of its customer agreements?	Yes Partial No	2
6	Does your organization adhere to a formal process to identify opportunities for BCM program improvement and to implement documented improvement actions?	Yes No	3
7	Please provide a recent example and date showing how your organization improved its BCM program.	-	-
8	Additional explanation (optional).	-	-

#	BIA and Risk Assessment	Response	*
9	Does your organization conduct on a defined periodic basis, a business impact assessment (BIA) that estimates the impact of an outage in critical functions?	Yes No	2
10	If you answered Yes to the previous question, when was the most recent review of your organization's business impact analysis and risk assessment?	Date	-
11	Does your organization adhere to a formal process to review and mitigate gaps and risks identified during the business impact analysis and risk assessment?	Yes No	3
12	Which of the following are included in the Business Impact Analysis (BIA) or risk assessments? Choose all that apply. *List: critical functions, critical products or services, disruptive threats, impact over time, restoration time frames, partners and suppliers, other, N/A	*See List	-
13	Additional explanation (optional).	-	-

#	Crisis Response	Response	*
14	Does your organization have a written and approved crisis response plan that includes a designated crisis response team(s)?	Yes No	1
15	Does your organization conduct proactive crisis response testing that adheres to written testing requirements of your BCM program?	Yes No	3
16	If you answered Yes to the previous question, when was the most recent proactive crisis response test?	Date	-

17	Does your organization have a written procedure for crisis communications to employees as well as to external stakeholders including customers and critical suppliers?	Yes Partial No	2
18	Additional explanation (optional).	-	-

#	Recovery	Response	*
19	What percentage of your organization's functions that are critical to producing and delivering products and services is covered by a written recovery plan that includes a recovery time objective?	*Percent	1
20	Does your organization have written procedures to sustain the delivery of products and services at a specified capacity despite disruption events?	Yes No	2
21	Which of the following resources are included in your written recovery plan(s)? Choose all that apply. *List: data, equipment, facilities, finance, IT, logistics, partners and suppliers, people, products and services, supply chain, other, N/A	*See list	-
22	Does your organization conduct proactive recovery plan testing that adheres to the written testing requirements of your BCM program?	Yes No	3
23	If you answered Yes to the previous question, when was the most recent proactive recovery plan test?	Date	-
24	Additional explanation (optional).	-	-

#	Threat Monitoring	Response	*
25	What percentage of your organization's product or service production locations is monitored for disruption events?	*Percent	2
26	Does your organization monitor for disruptions for substantially all critical supplier locations used to fulfill your customer agreements?	Yes Partial No	4
27	Additional explanation (optional).	-	-

#	Supplier Risk Management	Response	*
28	For what percentage of your critical suppliers does your organization request evidence of a written business continuity management (BCM) program?	*Percent	4
29	For what percentage of your critical suppliers does your organization review their BCM program and provide feedback?	*Percent	4
30	Does your organization maintain emergency contact information for substantially all critical supplier locations used to fulfill your customer agreements?	Yes Partial No	4
31	Does your company contact critical suppliers whenever their critical product or service locations are in a disaster event area in order to determine impact?	Yes Partial No	4
32	Does your organization have a risk mitigation plan for substantially all its critical single-source suppliers?	Yes Partial No	4

Problem

Providers lack a practical toolset by which to validate whether a trading partner has appropriate BCM fundamentals in place. Suppliers lack a common framework by which to communicate and provide evidence of their resiliency preparedness via a lightweight and no-cost exercise.

Solution

Solution #1 (2019)

Develop and publish the [BCM Assessment](#) a self-assessment that suppliers can complete as a lightweight and no-cost exercise.

Solution #2 (2023)

Develop and publish the [Resiliency Badge](#) as a new healthcare industry standard and robust evidence-based assessment that evaluates supplier resiliency at a product-category level.

Background

Business Continuity Management

Implementing and maintaining a business continuity management (BCM) program is essential to the development of business continuity plans to ensure continuous delivery of products and services to customers.

Purpose

A BCM program is intended to prepare for, provide and maintain controls and capabilities for managing an organization's overall ability to continue to operate during disruptions within acceptable time frames at predefined capacity.

Business Continuity Plan

Documented information that guides an organization to respond to a disruption and resume, recover and restore the delivery of products and services consistent with its business continuity objectives.

Assessment

An effective business continuity plan will:

- Safeguard personnel, contractors, vendors, and other constituents
- Meet the requirements to continue and recover critical organization functions
- Protect the organization's critical functions and assets
- Reduce the likelihood of disruption
- Shorten the period of disruption

More information @ hircstrong.com/standard/bcm-risk-assessment/