



# Business Continuity Planning Workshop

Participant Materials



This publication was supported by Cooperative Agreement Number 5U90TP000546-04 from the Centers for Disease Control and Prevention and/or Assistant Secretary for Preparedness and Response. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the Centers for Disease Control and Prevention and/or the Assistant

Revised September 2017



# List of Contributors and Acknowledgments

## Prepared by:

**The Primary Care Emergency Preparedness Network** (Led by Community Health Care Association of New York State)  
111 Broadway, Suite 1402, New York, NY 10006  
[pcepn.org](http://pcepn.org)

**An initiative of the New York City Department of Health and Mental Hygiene**  
42-09 28th St.  
Long Island City, NY 11101  
[nyc.gov/health](http://nyc.gov/health)

## List of Contributors

Marsha Williams, MPH, CBCP  
*Senior Director*  
**Healthcare/Medically Vulnerable Populations Preparedness**  
New York City Department of Health and Mental Hygiene  
Office of Emergency Preparedness and Response  
Bureau of Healthcare Systems Readiness  
42-09 28th St.  
Long Island City, NY 11101

Suzanne Rossel  
*Senior Vice President*  
**Health Center Support**  
Community Health Care Association of New York State  
111 Broadway, Suite 1402, New York, NY 10006

Ann Hasselmann, MPH  
**ARH Health Consulting Firm**  
400 Hillside Ave., Nutley, NJ 07110

Alexander Lipovtsev, LCSW  
*Assistant Director*  
**Emergency Management**  
Community Health Care Association of New York State  
111 Broadway, Suite 1402, New York, NY 10006

Michael Sardone, BS  
*Assistant Director*  
**Health Center Support**  
Community Health Care Association of New York State  
111 Broadway, Suite 1402, New York, NY 10006

Gianna Van Winkle, MBA  
*Program Manager*  
**Health Center Support**  
Community Health Care Association of New York State  
111 Broadway, Suite 1402, New York, NY 10006

## **Disclaimer**

This publication was supported by the Cooperative Agreement Number 5U90TP000546-04 from the Centers for Disease Control and Prevention and the Assistant Secretary for Preparedness and Response. Its contents are solely the responsibility of the authors and do not necessarily represent the views of the Centers for Disease Control and Prevention, the Assistant Secretary for Preparedness and Response.

## **Heading Instructions**

This publication was created for public consumption and as a guide and resource document for primary care providers. All related files may be downloaded and edited to meet individual primary care site needs. Contact [healthcareprep@health.nyc.gov](mailto:healthcareprep@health.nyc.gov) for further information.

# Table of Contents

**1**

---

Promulgation Statement:  
Purpose, Scope, Situation  
and Assumptions

**2**

---

Record of Review,  
Record of Changes and  
Record of Distribution

**3**

---

Concept of Operations

**4**

---

Organization and  
Assignment of  
Responsibilities

**5**

---

Direction, Control  
and Coordination

**6**

---

Disaster Intelligence

**7**

---

Communications

**8**

---

Budgeting and  
Resource Acquisition

**9**

---

Multiyear Strategy and  
Program Management Plan

**10**

---

Plan Development and  
Maintenance

**11**

---

References

# PCEPN Business Continuity Planning Worksheets

## Purpose:

These worksheets will help you develop your organization's business continuity plan (BCP). The concepts in these worksheets can help your organization plan to provide essential services during and after an emergency or disaster.

## Instruction:

Use the questions in each section to guide continuity planning and discussions with your team. Complete the sections that apply to your organization, its essential services and its supporting processes.

## Note:

These worksheets are based on FEMA's [“Continuity Plan Template and Instructions for Non-Federal Governments.”](#)

# Basic Concepts for Business Continuity Planning

## What is business continuity?

Business continuity is an organization’s ability to deliver products and/or services at predefined levels following an emergency or disaster.<sup>1</sup> Business continuity planning (BCP) includes the development of policies, protocols and documents to help your organization achieve continuity. BCP also includes identifying risks and vulnerabilities (mitigation activities) before an incident occurs to decrease disruption to your organization.

## Why is BCP important?

### During an emergency or disaster, BCP can help an organization:

- Minimize liability
- Meet compliance, regulatory and funding requirements
- Protect patient safety by ensuring consistent access to care
- Maintain the public image of your center and public trust in your providers
- Maintain revenue by continuing to see patients and bill for services rendered

## What is the difference between BCP and Emergency Management?

Emergency Management	Business Continuity Planning (BCP)
<ul style="list-style-type: none"><li>• Focuses on the response to an emergency or disaster</li></ul>	<ul style="list-style-type: none"><li>• Focuses on <b>maintaining processes to support your organization’s essential services</b> during an emergency or disaster, as well as processes that support restoration of normal operations as quickly as possible</li><li>• Part of the Emergency Management Plan or maintained separately</li></ul>

---

<sup>1</sup>Adapted from the International Organization for Standardization, ISO 22301:2012.

## What are the key steps in BCP?

1. **Create a planning team.** It is important that representatives from across an organization participate in BCP. In addition to executive-level support, subject matter experts can recommend the protocols and processes essential to maintaining operations. Include representatives from finance, emergency management, information technology (IT), clinical services and administration in planning meetings.
2. **Perform a risk assessment<sup>2</sup>.** Conduct a hazard vulnerability analysis (HVA) to identify potential hazards that may impact your organization's ability to deliver patient care.
3. **Identify and prioritize essential services.** Assess the impact that disruption to these essential services will have on your organization's ability to deliver health care. Include supporting processes, applications and interdependencies.
4. **Create a written response and recovery action plan.** A written plan makes sure that everyone in the organization works from the same set of protocols during continuity operations.
5. **Distribute the plan and train staff on their roles.** The plan is only useful if staff are familiar with it and understand their roles and responsibilities.
6. **Exercise the plan and modify it accordingly.** Conduct trainings and exercises often to help staff remember the plan. Use lessons learned during trainings and exercises to improve the plan and maintain essential services during an emergency or disaster.

## What are the four phases of BCP implementation?<sup>3</sup>



<sup>2</sup> Kaiser Permanente HVA Tool: [asprtracie.hhs.gov](https://asprtracie.hhs.gov) and search "Kaiser HVA Tool"

<sup>3</sup> Image by Federal Emergency Management Agency: [Continuity Guidance Circular 1, Page 11](#)

# 1. Promulgation Statement: Purpose, Scope, Situation and Assumptions

This worksheet can help your organization create a promulgation statement. Promulgation is the process that officially announces a plan. A promulgation statement gives your organization the authority to perform business continuity tasks as part of your business continuity plan. These sections ask you to describe why your organization is developing a continuity plan, who the plan applies to, how your facility limitations and location influence planning and any essential and non-essential services.

- Describe the purpose and objectives of your organization's business continuity plan, and why services must continue. Example: To maintain essential services, including transportation services for patients.
- Describe to whom the plan applies.
- Describe why your organization needs a business continuity plan. Include potential hazards or risks from the HVA.
- Describe key assumptions that support the plan (e.g., what absolutely must continue, what may be suspended, etc.).
- Describe the security or privacy level of the plan (e.g., "For Official Use Only," "Not for Distribution").

## Promulgation Statement:

This plan applies to the staff of \_\_\_\_\_ located at \_\_\_\_\_ . This plan will be executed following an emergency or disaster that disrupts normal business functions to help \_\_\_\_\_ maintain essential services for the patients we serve, and minimize the negative impacts of the emergency or disaster on our organization.



# Essential Services Form

Use this worksheet to document essential services that your organization must continue to provide after an emergency or disaster.

**Name of Organization:**

**Department or Area:**

**Provider Name:**

**Date:**

## Instructions:

1. List the top five to 10 essential services (those that must continue with little to no interruption following an emergency or disaster) for your department. See page 10 for a sample list of essential services.
2. Provide a brief description of the service. List critical service staff and vendors.
3. Describe how the loss of service would impact business operations, financial stability of the organization and patient safety.

(1) Essential service	(2) Brief description of service	(3) Describe impact if service was lost

(1) Essential service	(2) Brief description of service	(3) Describe impact if service was lost

The following is a list of possible essential services. Items on this list are not in any particular order and are provided as examples. This list does not include all services that your organization offers.

- Patient registration
- Patient encounters (e.g., adult visit, pediatric visit, etc.)
- Medicaid/Medicare billing
- Private insurance billing
- Administrative support
- Transportation services for patients
- Payroll
- On-site laboratory work
- On-site diagnostic testing other than laboratory work (e.g., X-rays)
- Referrals
- Prescription refills (on-site and/or electronically)
- Vendor payments
- Maintenance of phone and other telecommunications systems (and backups)
- Maintenance of operational status of fire alarms, HVAC systems and utilities
- Triage
- Substance use services
- Maintenance of electronic medical records system (note: some organizations may consider this a supporting function for essential services and not an essential service on its own)

# Prioritization of Essential Services Form

Use this worksheet to prioritize the essential services that your organization must continue to provide after an emergency or disaster.

**Name of Organization:**

**Department or Area:**

**Provider Name:**

**Date:**

## Instructions:

1. Refer to the essential services identified on the Essential Services Form (page 9) to complete the table below.
2. Include for each essential service the:
  - a) Recovery time objective (RTO)<sup>1</sup>
  - b) Recovery point objective (RPO)<sup>2</sup>, if applicable
3. Identify supporting or interdependent processes, functions, IT infrastructure and applications, documentation or records, and personnel for each essential service.
4. Use the following scale to prioritize restoration of each essential service to normal operating conditions<sup>3</sup>:

	RTO less than four hours
	RTO four to 24 hours
	RTO 24 to 72 hours
	RTO three to seven days
	RTO eight to 30 days

<sup>1</sup>RTO: The maximum amount of downtime that is allowable for a critical process before the impact becomes severe enough to drastically impact patient safety and/or stop the continuity of business services.

<sup>2</sup>RPO: The point in time when data must be restored after systems go down. It may also be considered the maximum amount of tolerated data loss.

<sup>3</sup>This scale is an example of how prioritization may be assigned. Organizations may choose to develop a different scale.

<b>(1) Essential service</b>	<b>2a) RTO</b>	<b>(2b) RPO, if applicable</b>	<b>(3) Supporting or interdependent processes, functions, infrastructure, applications, etc.</b>	<b>(4) Priority tier</b>

## 2. Record of Review, Record of Changes and Record of Distribution

Use this worksheet to document when the plan is reviewed, any changes made to it between reviews and who received the updated plan.

List the names and titles of people who reviewed and approved the organization's business continuity plan, and the date of their review.

Name	Title	Date of review

List any changes made to the plan in between reviews.

Description of change(s) made	Name of person that made change(s)	Date change(s) were made

List who received the plan and note the distribution method.

Who received the plan	When was the plan distributed	Electronic (E) or print (P) copy

1
2
3
4
5
6
7
8
9
10
11

# 3. Concept of Operations

This worksheet will help your organization implement its business continuity plan and address the four continuity elements: readiness and preparedness, activation, continuity of operations and restoration.

## Phase 1: Readiness and Preparedness

Complete the sections below to make sure staff members in your organization can continue essential functions after an emergency or disaster.

- Describe how essential services and supporting processes are determined, documented and reassessed. List here and include in the appendices the essential services and their priority order for restoration during an emergency or disaster.
  
- List your organization’s alternate facility where all operations can be relocated, if necessary, during an emergency or disaster (i.e., an alternate location where services will be offered because the primary facility is inoperable because of the disaster). Indicate if a Memoranda of Agreement (MOA), a written agreement explaining what goods will be provided, is required to use the facility during an emergency or disaster, and the current status of the MOA.
  
- List all costs and payments related to the incident. Work with your finance unit to define cost centers (i.e., budget or finance department) for tracking and paying any continuity planning and operations costs.

- Describe any equipment or supplies that were or will be purchased to support the continuity of essential services. Cross-reference this list with the items on the Budgeting and Resource Acquisition form (page 23).

- Describe the contents and locations of any “go-kits” below and in a list attached to the business continuity plan. Go-kits should include copies of important documents, vital information, supplies and software needed to conduct essential operations (e.g., employee contact information, insurance certificates, payroll information, vendor information and supply lists, passwords for IT systems, directions for communicating with staff and patients, office supplies, your business continuity plan, etc.).

- List and describe the status of any protocols that have been or need to be developed to support continuity operations. Indicate who is responsible for each protocol.



## Phase 2: Activation (zero to 12 hours)

This section will help your organization activate its business continuity plan. It also provides a methodology to help you continue operating at your primary facility or alternate facility with minimal disruption within 12 hours of plan activation.

- Describe the processes to suspend non-essential services (i.e., those that do not have to continue during an emergency or disaster) and the start of continuity protocols.
- Describe how and when your organization will notify staff and patients of changes in service and schedules.
- Describe how your organization will mobilize continuity supplies, equipment, additional staff and/or transportation assets for continuity operations. Indicate who is responsible for mobilizing these items.
- Describe the process for activating the MOA for continuity operations, including those for staff, equipment, supplies and/or transportation assets.
- Describe the protocol for testing and starting up emergency power supplies and reaching out to utility service providers regarding any outages.
- Describe the process and protocols related to moving staff and operations to an alternate facility, if necessary, and preparing that facility for continuity operations.

## Phase 3: Continuity Operations (12 to 30 hours or until restoration occurs)

This section will help you define the steps needed to continue essential services, such as manual completion of medical record information while IT systems are down, or arrival procedures at an alternate facility.

- Describe the protocols that staff must implement after they arrive at the alternate facility to begin continuity operations.

### Essential Service 1:

- Describe operational procedures to continue this essential service.

### Essential Service 2:

- Describe operational procedures to continue this essential service.

### Essential Service 3:

- Describe operational procedures to continue this essential service.

### Essential Service 4:

- Describe operational procedures to continue this essential service.

**Essential Service 5:**

- Describe operational procedures to continue this essential service.

**Essential Service 6:**

- Describe operational procedures to continue this essential service.

**Essential Service 7:**

- Describe operational procedures to continue this essential service.

**Essential Service 8:**

- Describe operational procedures to continue this essential service.

**Essential Service 9:**

- Describe operational procedures to continue this essential service.

**Essential Service 10:**

- Describe operational procedures to continue this essential service.

## Phase 4: Restoration Operations

This section will help your organization return to normal operations once leadership determines that restoration operations can begin.

- Describe the conditions and protocols for resuming normal operations and reinstating suspended services. Include who makes decisions regarding resumption of normal operations.
- Describe the protocol for recreating any work lost due to interrupted IT systems. Include who is responsible for recreation of work.
- Describe the protocol for making sure that any data collected manually or through an alternate IT set-up or server is moved to day-to-day servers or databases. Include quality assurance protocols and who is responsible for moving data.
- Describe how staff will transition back to day-to-day roles.
- Describe protocols for notifying staff and the public that normal operations resumed.
- Describe protocols for returning any equipment, supplies, staff and/or services once normal operations resume.

## 4. Organization and Assignment of Responsibilities

This section should expand on the description of continuity responsibilities of each key staff position listed in **Concept of Operations (page 15)**.

**List the name, title and business continuity role for each key staff position with continuity responsibilities. Include an organizational chart, if desired.**

Name	Title	Business continuity role

**Organizational chart**

## 5. Direction, Control and Coordination

This section will help your organization decide how to transfer responsibility if the individual normally responsible for a function is no longer available to fulfill their duties. This is called devolution planning and it supports overall continuity planning. Devolution planning addresses the full spectrum of all-hazard or threat emergency events that may make an organization's leadership or staff unavailable to or incapable of supporting the execution of the organization's essential functions from either its primary operating facility or continuity facility. If devolution planning is not applicable to your organization, please note it below.

- Indicate who will assume control and direction of your organization if leadership or staff is unavailable or incapable of supporting the execution of the organization's essential functions from either its primary operating facility or continuity facility.

## 6. Disaster Intelligence

This section will help you define information critical to all continuity events. Use the table to identify the type of information needed, where it will come from, who will use it, how it will be shared, the format it will be provided in and when it will be needed.

Information to be collected during continuity	Where information will come from	Who needs information	How information will be shared	The format in which information will be provided	When the information will be needed

# 7. Communications

This section will help you identify critical communication and IT systems to support connectivity among key leadership personnel, internal partners, other organizations and the public during crisis and disaster conditions.

Communication need	Primary communication method	Redundant/backup communication method(s)	Operational responsibility (internal and vendors)



## 8. Budgeting and Resource Acquisition

This section aligns with the Administration, Finance and Logistics section of FEMA's "[Comprehensive Preparedness Guide \(CPG\) 101](#)." It can help you identify the people, communications, facilities, infrastructure and transportation requirements necessary to successfully implement and manage your organization's continuity program. This section also describes how funding should be identified and provided and includes specific budgetary guidance and requirements for all levels of the organization.

List any supplies and/or equipment needed to implement your continuity plans	Indicate primary vs. continuity facility, as applicable	For each item, note if it needs to be purchased pre-event or if you can obtain it just-in-time	Estimated cost for each item	List any applicable Memoranda of Agreements (MOAs) for each item

Indicate what transportation assets, if any, are needed to implement your continuity plans	For each asset, note if it needs to be pre-arranged or if you can arrange transportation just-in-time	Estimated cost for each asset	List any applicable Memoranda of Agreements (MOAs) for each asset

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11

Describe circumstances that might require your organization to acquire additional staff	Indicate how the organization will obtain additional staff, if applicable (e.g., transfer staff across network facilities, obtain volunteers)	Estimated cost for each circumstance, if applicable	List any Memoranda of Agreements (MOAs) that may be needed

Describe instances when your organization will transfer staff to other work locations	Indicate who will be transferred and where they will be transferred	List any Memoranda of Agreements (MOAs) that may be needed

Describe how continuity-related costs will be tracked pre-event	Indicate who is responsible for tracking pre-event costs	Describe how continuity-related costs will be tracked during or post-event	Indicate who is responsible for tracking during or post-event costs

- Describe how just-in-time costs will be paid.

- Indicate what insurance your organization carries that is relevant to continuity of operations and if additional insurance needs to be purchased.

- Describe any plans to secure loans to cover just-in-time expenses and the expenses that these loans will cover. Include the source of the loans and how to obtain them.

- Describe protocols in place to make sure that staff are paid during continuity operations.

## 9. Multiyear Strategy and Program Management Plan

This section will help you describe your organization’s ongoing development, maintenance and annual review of continuity capabilities. (The “Multiyear Strategy and Program Management Plan” is a separate plan from this continuity plan document. Visit [fema.gov](https://www.fema.gov) and search **continuity multiyear** to download it.)

- Briefly describe your organization’s program management plan, including the ongoing development, maintenance and annual review of continuity capabilities.

# 10. Plan Development and Maintenance

This section helps you identify who is responsible for keeping the continuity plan document current, how often the plan will be reviewed and updated and the coordination process to develop and maintain the plan.

- Indicate the position title(s) of the staff member responsible for maintaining the organization’s business continuity plan.
  
- Indicate how often the plan will be reviewed and updated, who will review it and who will update it (include position titles).
  
- Briefly describe the overall coordination of plan development and maintenance (include internal and external partners, as applicable). Describe training and exercise plans that support the continuity plan.

List the key authorities and references on which your organization’s continuity plan is based.

# 11. References

1. Health Services Los Angeles County. *Business Continuity Planning Template*. [http://dhs.lacounty.gov/wps/portal/dhs/lut/p/b0/04\\_Sj9CPykssy0xPLMnMz0vMAfGjzOLd-DAwM3P2dgo38PYxcDBY9TQMnfA0dPTyMDPULsh0VAeCdqK8!/](http://dhs.lacounty.gov/wps/portal/dhs/lut/p/b0/04_Sj9CPykssy0xPLMnMz0vMAfGjzOLd-DAwM3P2dgo38PYxcDBY9TQMnfA0dPTyMDPULsh0VAeCdqK8!/). Published 2016. Accessed September 1, 2017.
2. Information Systems Audit and Control Association. *Business Impact Analysis*. [https://www.isaca.org/groups/professional-english/business-continuity-disaster-recovery-planning/groupdocuments/business\\_impact\\_analysis\\_blank.doc](https://www.isaca.org/groups/professional-english/business-continuity-disaster-recovery-planning/groupdocuments/business_impact_analysis_blank.doc). Accessed September 1, 2017.
3. California Hospital Association. Continuity Planning Website (multiple resources available). <http://www.calhospitalprepare.org/continuity-planning>. Accessed September 1, 2017.
4. Kansas Department of Health and Environment. Continuity of Operations Plan Guidance Document. [http://www.kdheks.gov/cphp/download/Hospital\\_COOP\\_Guidance\\_Document.doc](http://www.kdheks.gov/cphp/download/Hospital_COOP_Guidance_Document.doc). Accessed September 1, 2017.
5. Southeast Texas Regional Advisory Council. Continuity of Operations Plan Template. <https://asprtracie.hhs.gov/technical-resources/resource/2007/continuity-of-operations-plan-template>. Accessed September 1, 2017.
6. Federal Emergency Management Agency. Continuity of Operations—What You Need to Know [Video]. <https://www.fema.gov/media-library/assets/videos/94388>. Published May 9, 2012. Accessed September 1, 2017.
7. National Association of Community Health Centers and Primary Care Development Corporation. Creating a Business Continuity Plan for your Health Center. <https://www.rmhpcommunity.org/sites/default/files/resource/business-continuity-manual.pdf>. Accessed September 1, 2017.
8. Federal Emergency Management Agency. Continuity Guidance Circular 1: Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations). [https://www.fema.gov/pdf/about/org/ncp/cont\\_guidance1.pdf](https://www.fema.gov/pdf/about/org/ncp/cont_guidance1.pdf). Published January 21, 2009. Accessed September 1, 2017.
9. Federal Emergency Management Agency. Continuity Guidance Circular 2: Continuity Guidance for Non-Federal Governments: Mission Essential Functions Identification Process (State, Territories, Tribes, and Local Government Jurisdictions). <https://www.fema.gov/media-library-data/1386609058826-b084a7230663249ab1d6da4b6472e691/Continuity-Guidance-Circular2.pdf>. Published October 2013. Accessed September 1, 2017.

10. Federal Emergency Management Agency. Continuity Plan Template and Instructions for Non- Federal Governments. <http://www.fema.gov/media-library-data/1389194640607-1a5f9a6d6557846f6e5924eea089f798/Non%20Federal%20Continuity%20Plan%20Template%20and%20Instructions.pdf>. Published September 2013. Accessed September 1, 2017.
11. Assistant Secretary for Preparedness and Response. Hospital Preparedness Program. Healthcare COOP and Recovery Planning: Concepts, Principles, Templates, and Resources. <http://www.phe.gov/Preparedness/planning/hpp/reports/Documents/hc-coop2-recovery.pdf>. Published January 2015. Accessed September 1, 2017.
12. Assistant Secretary for Preparedness and Response. Hospital Preparedness Program. National Guidance for Healthcare System Preparedness. <http://www.phe.gov/preparedness/planning/hpp/reports/documents/capabilities.pdf>. Published January 2012. Accessed September 1, 2017.
13. HIPAATraining.net. Small Business HIPAA Security Contingency Plan Template. <http://www.hipaatraining.net/hipaa-compliance/hipaa-business-continuity-disaster-plan.htm>. Accessed September 1, 2017.
14. U.S. Department of Health and Human Services. Emergency Management Program Expectations. <http://bphc.hrsa.gov/about/pdf/pin200715.pdf>. Published August 22, 2007. Accessed September 1, 2017.
15. International Organization for Standardization. Societal Security: Business Continuity Management Systems – Requirements (available for purchase). [http://www.iso.org/iso/home/store/catalogue\\_tc/catalogue\\_detail.htm?csnumber=50038](http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=50038). Accessed September 1, 2017.
16. The Joint Commission. Emergency Management, and Environment of Care Standards for Ambulatory Programs (available for purchase). <http://www.jointcommission.org/standards/information/edition.aspx>. Accessed September 1, 2017.
17. New York State Department of Health Metropolitan Area Regional Office Business Continuity Planning training slides. Available upon request from PCEPN.
18. National Fire Protection Association. Standard on Disaster/Emergency Management and Business Continuity/Continuity of Operations Programs. <http://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1600>. Accessed September 1, 2017.

19. Primary Care Center Business Continuity Planning Template (PCEPN). Available upon request from PCEPN.
20. New York City Emergency Management. Ready New York for Business. [http://www.nyc.gov/html/oem/downloads/pdf/Business\\_Guide\\_Final.pdf](http://www.nyc.gov/html/oem/downloads/pdf/Business_Guide_Final.pdf). Accessed September 1, 2017.
21. New York City Health and Hospitals. A Stronger, More Resilient New York, Chapter 8: Healthcare. [http://www.nyc.gov/html/sirr/downloads/pdf/final\\_report/Ch\\_8\\_Healthcare\\_FINAL\\_singles.pdf](http://www.nyc.gov/html/sirr/downloads/pdf/final_report/Ch_8_Healthcare_FINAL_singles.pdf). Accessed September 1, 2017.