

LEPL – Tbilisi State Medical University

Business Continuity Plan (BCP)

*Approved by the decision of the Academic Council,
February 27, 2024*

2024

General Information:

The educational activities, critical business processes (CBP) and infrastructure of the LEPL - Tbilisi State Medical University (hereinafter referred to as the University) necessitate the development of an effective recovery plan, crucial for ensuring the continuous operation of the University, prioritizing the safeguarding staff and students, and upholding the institutional and reputational sustainability.

Implementing a business process continuity policy and plan is instrumental in evaluating current risks, identifying opportunities for risk management, ensuring the prompt and efficient restoration of existing processes, and disseminating timely information to relevant stakeholders. This document outlines the main components of the business process continuity for the LEPL - Tbilisi State Medical University:

➤ **Business Process continuity planning policy**

Demonstrates the University's commitment to protecting its staff, assets, reputation, and educational activities.

➤ **Outlining/delegating roles and responsibilities:**

Determining pivotal roles to identify significant incidents and prepare for their recovery.

➤ **Business Process Continuity Planning Standards:**

The Tbilisi State Medical University will oversee and manage processes according to the standards of Business Process Continuity Planning

➤ **Business Process continuity plan:**

Business Process continuity plan ensures risk assessment, identification of responsible persons and prompt elimination of potential risks.

The standards presented reflect the core tenets of the university's business continuity policy, as endorsed and implemented by the university administration. Within this document lie the

foundational criteria delineating the minimum requirements for the University's Business Process Continuity Management System (BCMS).

1. Business continuity management policy:

1.1 Business Process Continuity Policy Statement:

Tbilisi State Medical University is dedicated to upholding the seamless operation of its business processes, considering factors such as scale, resources, and environmental conditions. The university underscores the significance of finding ways to establish the necessary conditions for overcoming current crises and ensuring the continuity of business processes.

Tbilisi State Medical University emphasizes the critical role of a business process continuity plan in ensuring the smooth operation of university activities.

1.2 Business continuity policy objectives:

Main Objectives:

Ensuring the safety, security and protection of university staff, students, revenues, information technologies, infrastructure, and reputation;

Overcoming the challenges, only in compliance with legal regulations;

Ensuring process management through the implementation of regular trainings, evaluations, and updates.

1.3 Main principles of business continuity policy:

Key principles of business continuity policy are as follows:

- ❖ Envisaging / incorporating legislative requirements into the university management process;
- ❖ Adherence to international standards in the business continuity process;
- ❖ Providing suitable education and trainings for all individuals involved;
- ❖ Adherence to established standards in the university management process to ensure the business process continuity.

2. Business process continuity strategy

The aim of business process continuity is to minimize university when risks carrying out educational and research activities.

2.1 Main objectives of the business process continuity strategy:

The aim of the business process continuity strategy of Tbilisi State Medical University is to ensure:

- ❖ Effective identification of risks associated with business processes;
- ❖ Planning and implementing measures to prevent or reduce risks;
- ❖ Continuously updating existing mechanisms and taking optimal measures;
- ❖ Consistently keeping university staff and students informed.

3. Restoration of business process continuity and priorities

Restoration of business process continuity consists in ongoing commitment to providing higher education and ensuring a safe environment.

To accomplish this objective, the university upholds the following priorities:

People: safety of academic and administrative staff, students, patients, university visitors;

Educational activities:

Minimizing threats to the educational process, clinical teaching, research, and reducing student enrollment.

Resources: protection of data, IT resources, financial resources, infrastructure.

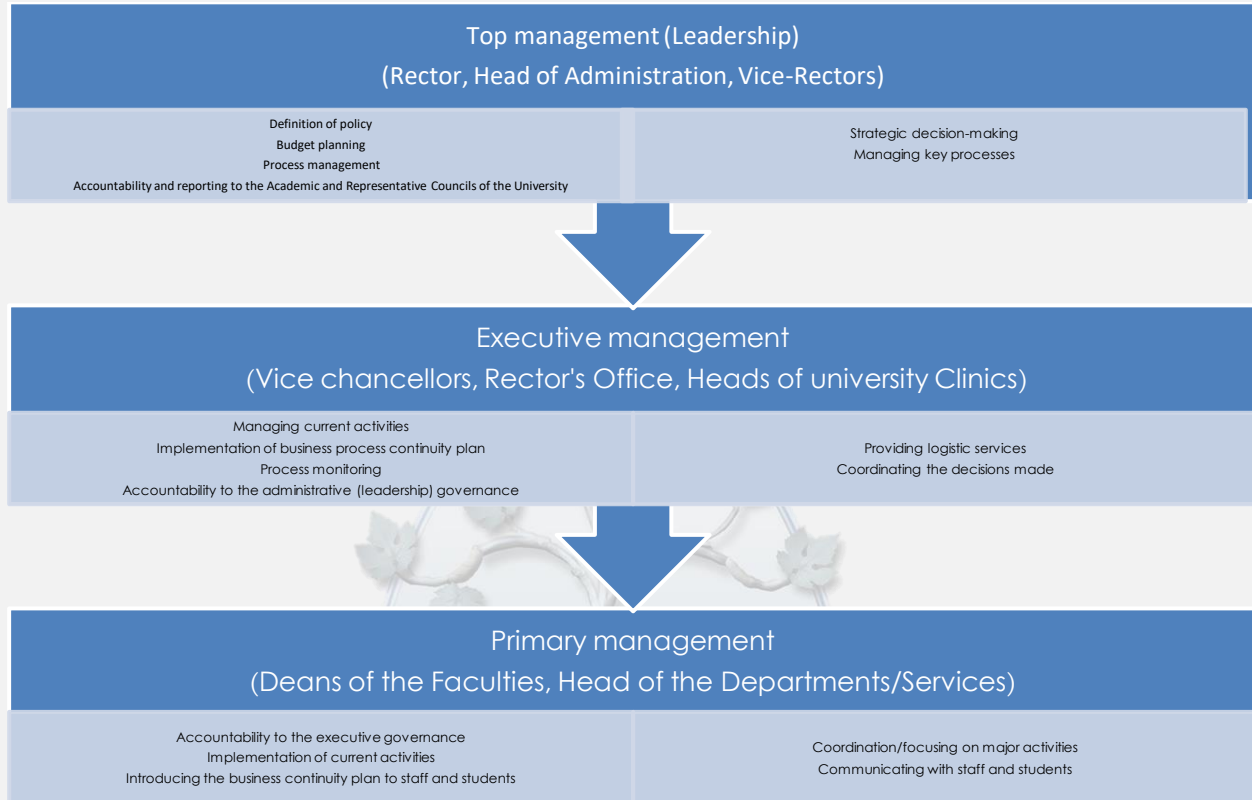
Reputation: protecting the university's reputation within the university and in society at large.

4. Structure, roles and responsibilities

The Rector of the university is responsible for business continuity process management.

Business continuity management is divided into planning and response stages and the roles are allocated according to the scheme given below.

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	Role	Responsibilities at ordinary time	Responsibly at crisis
1	Rector of the University, Head of Administration (Chancellor) Vice-Rectors (Top management)	Active participation in the business-processes continuity managing process; Ensuring allocation of sufficient resources to the business-processes continuity management; Ensuring the management continues efficiency; Providing necessary instructions and assignments.	Establishing a response team. Formulating/determining response strategies and directions. Representing the University in dealings with third parties.
2	Business Process continuity Executive team	Responsible for the implementation of measures to ensure the business-processes continuity; Responsible for mobilizing resources ensuring the business-processes continuity; Development and approval of the activities under the business process continuity plan; Acting as a team responsible for ensuring the continuity of business-processes; Accountable to the Rector, Head of Administration (Chancellor) and Vice-Rectors.	Assisting upper management in carrying out activities.
3	Critical Incident Response Team (CIRT) (top and executive management)	Proving the progress of business-processes continuity plan; Carrying out personnel trainings; Submits reports to the highest level. Submitting reports to the Administrative (highest ranks) team.	Ensuring the effective management of resources; Providing appropriate instructions to faculty deans and service heads;
4	Dean of the Faculty (ies) Head of the Service (s)	Ensuring communication/introduction of the business continuity plan to the staff.	Assisting the managerial teams (of different level) in their activities.

		Ensuring the implementation of activities for business process continuity at the school and service levels. Ensuring the execution of activities for business process continuity at both the school and service levels.	
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The business process continuity standard is founded on the principle: plan, implement, evaluate, develop - implying a continuous development and orientation of the approaches.

Upon instant detection of critical risks, the risk level is assessed, and the relevant management team initiates the implementation of appropriate measures to restore business continuity.

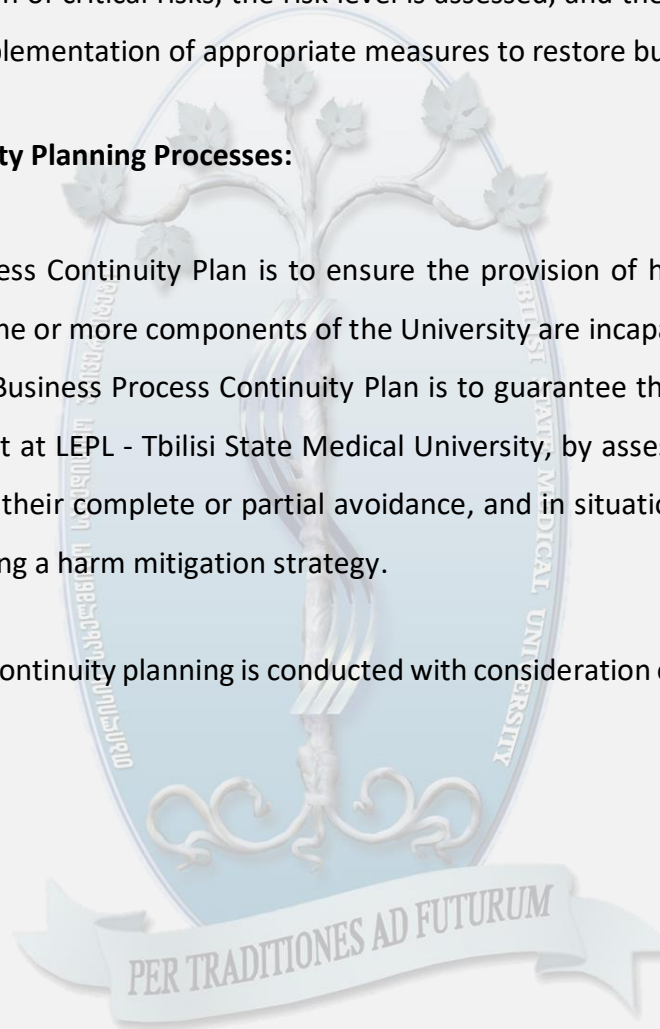
5. Business Continuity Planning Processes:

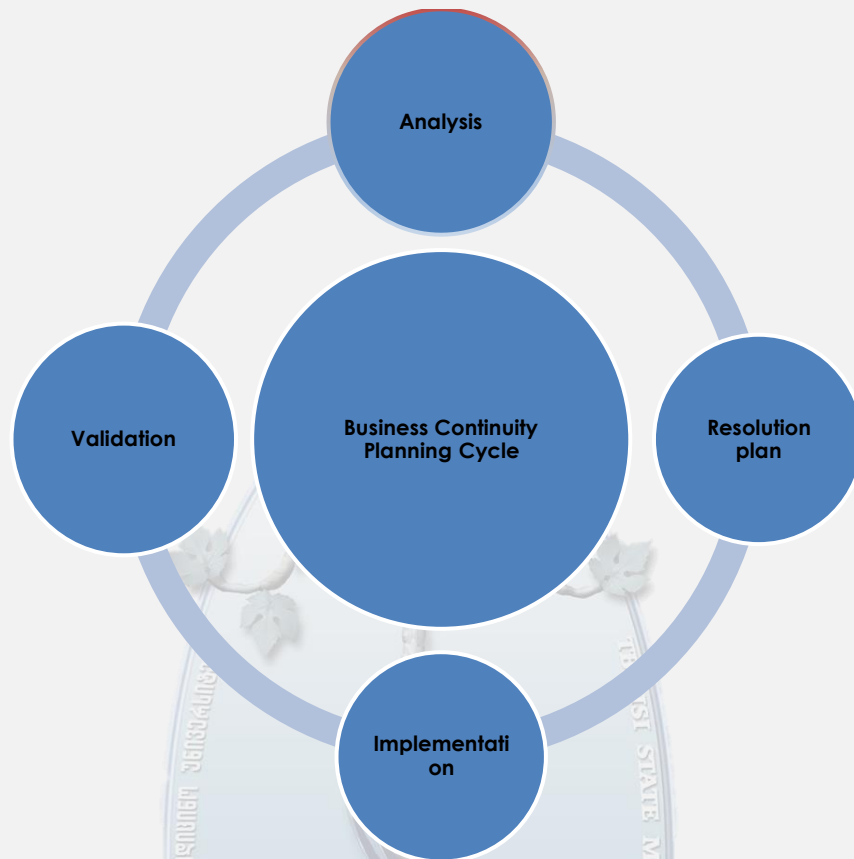
5.1 Objective:

The aim of the Business Continuity Plan is to ensure the provision of harmonized and agreed services even when one or more components of the University are incapacitated.

The objective of the Business Process Continuity Plan is to guarantee the continuity of the key processes carrying out at LEPL - Tbilisi State Medical University, by assessing all potential risks, devising methods for their complete or partial avoidance, and in situations where avoidance is not feasible, developing a harm mitigation strategy.

5.2 Business process continuity planning is conducted with consideration of the following phases:





5.2.1 Analysis:

5.2.1.1 Analysis of business activities

The analysis phase encompasses the identification of critical business processes at Tbilisi State Medical University and the evaluation of their impact on university activity. To maintain business process continuity, the Critical Incident Response Team generates a biennial (every two years) report to reveal critical processes within university activity. The report encompasses details regarding educational activities and related endeavors, along with the information on strategic priorities and plans. Accurate identification of risks, the elimination or reduction of which will ensure uninterrupted operation, is of great importance.

The analysis phase involves not only identifying critical activities but also determining the timing and ways for their recovery, as well as ensuring the availability of necessary resources.

5.2.1.2 Risk assessment

During the analysis phase, it is crucial to identify and evaluate risks impacting individuals, educational activities, resources, and reputation of the university. Annual risk review report is an integral component of the strategic assessment process.

5.2.1.3 Risk assessment levels (registry):

		Insignificant level	Minor level	Moderate level	High level	Critical/catastrophic level
People	Security	Minor injury, without psychological trauma	Personal injury, minor psychological injury	20 people injured	Death of 20-100 people	Death of 100 and more people
	Personnel availability	Lack/absence of 10% of personnel	Lack/absence of 25% of personnel	Lack/absence of 50% of personnel	Lack/absence of 75% of personnel	Lack/absence of more than 75% of personnel
Educational activity	Study process, services	Slight delay	Disruption of educational process and services	Disruption of significant aspects of educational process and services	Critical disruption of educational process and services	Suspension of the educational process, non-performance of services
	Research	Minor decrease of research activity index	Declining research activities by over 15%	50% failure of research activities.	75% failure of research activities.	Complete failure of research activities
Resources	Finances	<3000000	<8000000	<15000000	<30000000	<50000000
	IT Resources	Failed internet access/internet problem	Malfunctioning of educational process management system	Significant malfunctioning in electronic system of the examination center, educational process management	Significant data loss from the electronic educational process management system, failure of the examination center	Complete failure of educational process management system
	Infrastructure	Minor injuries	Destruction of University infrastructure - less than 10%	Destruction of University infrastructure - within 10 - 20%	Destruction of University infrastructure- 20-40%	Destruction of University infrastructure - more than 40%
Reputation		Publishing negative information	Minor reputational damage on social networks.	University reputational damage in mass media	Significant reputational damage to University, envisaging	Irreparable reputational damage to the university



5.2.2 Resolution plan:

The solution plan outlines the approaches, strategies, and tactics, crucial for resolving existing disruptions and ensuring the continuity of business processes.

Tbilisi State Medical University devises strategies to ensure business processes, encompassing:

- Response approaches, enabling the university to address any risk in an appropriate and proportionate manner.
- Recovery opportunities, duration and activities;
- Mitigating measures,
- Mitigating measures aimed at reducing the risk impacts.

5.2.3 Implementation:

Ensuring business process continuity entails a crucial phase known as the implementation phase, encompassing preparatory activities, resource identification, decision-making processes, strengthening the capacities and reserve creation/provisioning.

5.2.4 Validation

Validation is the phase that ensures the Business Process Continuity Plan aligns with identified objectives and that the University's measures correspond to existing assignments and requirements.

5.2.4.1 Testing:

Testing is another key component of validation process.

- Response to emergency situations: emergency evacuation drills should be conducted once a year;
- Trainings based on crisis response scenario, once a year;
- Recovery strategy tests should be conducted on an annual basis.

5.2.4.2 Management assessment:

The top management and the executive management provide joint assessment of current strategy regarding to the university regulations and legislation. It is crucial to analyze the relevance of recovery measures established for business process continuity, as well as ensuring reflection of technological innovations in future decisions.

5.2.4.3 Post-crisis assessment:

The critical incident response team evaluates the effectiveness of implemented activities and actions, revealing weaknesses and strengths in the determined strategy, devises new approaches and visions for better implementation of recovery activities in the future.

6. Business process continuity main risks:

6.1 Business process continuity risks at the University:

- ❖ Financial risks;
- ❖ Epidemiological risks;
- ❖ Strategic risks;
- ❖ Reputational risks.

6.2 Critical components of university business process continuity:

- ❖ Awarding authorization;
- ❖ Accreditation of educational programs;
- ❖ Continuity of educational process;
- ❖ Research activities;
- ❖ Financial sustainability;
- ❖ Security of university material property;
- ❖ Functioning of the electronic system of educational process management;
- ❖ Security of University staff;
- ❖ Security of University students;
- ❖ University reputation in society.

6.3 Critical business process review

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Critical business process	Risks	Preventive measures	Response, recovery	Recovery time	Person responsible	Risk Level
Authorization	Denial of authorization, Restriction of students' admission	Preparation for accreditation; Self-evaluation; External evaluation.	Reauthorization, obtaining international authorization	1-2 years	Supreme section/leadership Executive section	I – Critical risk level
Accreditation of educational programs	Denial of accreditation	Preparation for accreditation; Self-evaluation; External evaluation.	Re-accreditation, obtaining international accreditation	1 year	Quality assurance service, Program Directors, Deans	I – Critical risk level
Continuance of education process	Disruption of the educational process, academic staff turnover, epidemic and decrease in student number	Continuous evaluation of educational process and correction of existing gaps, informing students and staff, PR activities	Rapid recovery of educational process, utilization of online platforms	1-5 days	Deans Vice-Rectors	II – High risk level
Research activities	Reduction of research grants, outflow of academic staff	Trainings, seeking international funding, and participation in international projects.	Allocating amount from the budget, Signing memorandums with foreign universities	1-7 days	Vice-Rectors Deans	III – Moderate risk level
Financial sustainability	Decreasing number of students, inflation	International market diversification, increasing in number of contracts with agents, development of educational programs in demand, creation of financial reserves	Using financial reserves, seeking a loan, requesting money from the state budget	1-3 days	Head of Administration (Chancellor), Department of Economics	II – High risk level
Security of University material property	Fire, earthquake, destruction, financial problems	Installing fire protection system, familiarizing with safety rules, conducting simulation activities, and replenishing material reserves	Rapid evacuation, using reserves	Instant	Head of Administration (Chancellor), Department of Infrastructure	II – High risk level
Functioning of the electronic system of educational process management	Server damage, cyber (hacker) attacks, system rebooting	Multi-level storage of server databases, implementation of information security management systems	Using information security reserve system, Involvement of software specialists to protect the system	Instant	Information Technology (IT) Service	III – Moderate risk level
Safety / security of University personnel/staff	Epidemic, Fire Earthquake	Security trainings, implementation of modern security systems	Evacuation, calling emergency services.	Instant	Deans, Head of Administration	II – High risk level

University student safety and security	Conflicts between students, epidemic fire, earthquake	Security trainings, implementation of modern security systems, familiarization with the code of ethics	Evacuation, calling emergency services.	Instant	Deans, Head of Administration	II – High risk level
University reputation in society	Dissemination of false information Violation of ethical norms	PR activities, public activities, media activities	Announcement dissemination, Informing the media	1-7 days	Public Relations Service	II – High risk level

6.4 Immediate risk assessment, identification and planning of appropriate activities should be carried out according to the appropriate risk assessment level (risk assessment register).

Assessment, identification, and planning of suitable activities for instant risks should align with the levels outlines in the risk assessment registry

I – Critical risk level	The level is reached when the management of university critical business processes is directly jeopardized, making it impossible to conduct university activities.
II – High risk level	The level when the management of university critical business processes is directly jeopardized and need to be eliminated immediately, otherwise it will be impossible to conduct university activities.
III – Moderate risk level	The level where the business-processes continuity has a threat, the elimination of which requires significant expenditure of time and resources.
IV – Minor significance level	The level of minor significance, requiring minimal expenditure of time and resources.
V – Insignificant level	The level that is insignificant and can be easily addressed and eliminated with everyday solutions.