

**VIII INTERNATIONAL
CONFERENCE
QUALITY SYSTEM
CONDITION FOR
SUCCESSFUL BUSINESS
AND COMPETITIVENESS
PROCEEDINGS**



**ASSOCIATION
FOR QUALITY AND
STANDARDIZATION
OF SERBIA**

25.11.-27.11.2020

**ASSOCIATION FOR QUALITY AND STANDARDIZATION OF
SERBIA**

VIII INTERNATIONAL SCIENTIFIC CONFERENCE

**QUALITY SYSTEM CONDITION FOR
SUCCESSFUL BUSINESS AND
COMPETITIVENESS**

PROCEEDINGS

25/11 – 27/11/2020

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PREFACE

Dear Colleagues, Ladies and Gentlemen,

I take great pleasure in welcoming you to the 22nd National and 8th International Scientific Conference on QUALITY SYSTEM CONDITION FOR SUCCESSFUL BUSINESS AND COMPETITIVENESS, organized by the Association for Quality and Standardization of Serbia.

In the past period, we have successfully organized 21 national and 7 international quality conferences where a large number of papers were published, with a large number of authors and co-authors and most importantly, with a large number of participants

This year, the organization of the conference got a completely different character due to the COVID-19 pandemic, so we organized the On line conference. The decision on the manner in which the conference will be organized was made only 15 days before the event, bearing in mind that at that time Government made a regulation to ban gatherings of more than 5 people indoors (in this case in the conference hall).

This year we are organizing the 22nd National and 8th International Scientific Conference in cooperation with:

- Faculty of Veterinary Medicine, Belgrade University – co-organizer*
- Quality Centre, Faculty of Engineering Sciences, Kragujevac University*
- Quality Centre, Faculty of Mechanical Engineering, University of Montenegro, Podgorica*
- Middle and South East European Countries Quality Initiative*
- Shumadia Academy of professional studies,*

with the support of

- Ministry of Economy of the Republic of Serbia*
- Accreditation Body of Serbia*
- Serbian Association of Employers*
- Institute for Standardization of Serbia*

The sponsor of the conference is Trayal Corporation from Kruševac

A number of papers have been submitted for this conference, which have been published in this proceedings, but the emphasis is on round tables, which are expected to be attended by a larger number of participants.

- THE FUTURE OF REMOTE AUDIT where the current practice and future directions of development of these new audit methods and techniques of verification would be pointed out.*
- CORONAVIRUS PANDEMIC AND CRISIS MANAGEMENT, with the main goal of understanding the aspects of crisis management in the context of a coronavirus pandemic, as well as the consequences of the pandemic on the economic and financial system*
- FOOD SUPPLY CHAIN IN THE CONDITIONS OF THE COVID-19 PANDEMIC, which will discuss the global food crisis in the world and its consequences, which were further deepened in 2020 by the SARS-Cov-2 pandemic (Covid-19) and finding possible solutions for the period ahead*
- FUTURE CONCEPTS OF STANDARDS FOR MANAGEMENT SYSTEMS with the aim of presenting the future concept of development of the ISO 9001 series of standards bearing in mind that the draft future concept of standards for management systems provides framework topics to be addressed in the future by ISO 9000 series standards and organizations applying standards for management systems.*

This year, as well as every subsequent year, we will give recognition to those who have contributed to the success of the conference.

This year, as every next year, we will award prizes to deserving members for their contribution to the work of the Association as well as to the improvement of the quality infrastructure in Serbia

The success of a conference depends on all the participants, therefore, I take the opportunity to thank all the authors and co-authors of the papers, the co-organizer, the general sponsor, other sponsors and donors, media patrons, as well as all the participants from Serbia and abroad.

I would like to wish us successful work and a good time at the largest gathering devoted to quality.

Yours sincerely,

Professor Zoran Punoševac, PhD
Organizing Committee Chairman

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ASSOCIATION
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22nd national and 8th International conference

QUALITY SYSTEM CONDITION FOR SUCCESSFUL BUSINESS AND COMPETITIVENESS

THE IMPORTANCE OF IDENTIFYING AND MANAGING RISK IN ENSURING THE CONTINUITY OF A HEALTH CARE ORGANIZATION

prof.dr.sc Krešimir Buntak¹

doc.dr.sc. Marijana Neuberg²

Matija Kovačić, mag.ing.traff.³

Abstract: Ensuring the continuity of healthcare organizations is crucial for the normal functioning of today's society. Without health services or health care as a whole, society would be exposed to a high level of risk associated with the occurrence and spread of epidemics. Recent developments in the SARS CoV - 2 epidemics have highlighted a number of shortcomings and failures in the health care system as well as in the overall functioning of the system. In order to prevent similar occurrences in the future, it is necessary to develop a model that will underpin the development of a continuity strategy. However, a continuity strategy cannot be developed without adequate risk analysis. This paper presents a conceptual model of business continuity assurance based on risk identification.

Keywords: risk management, business continuity, healthcare, pandemic;

JEL Classification: I19

1. INTRODUCTION

Rapid and turbulent changes in the environment in which today's society exists can result in crises. Crises may occur with the emergence of new outbreaks, the disappearance of resources for the process, etc. Such crisis conditions require an appropriate risk assessment and defining measures for decrease identified risk. One of the cases that should be mentioned, when it comes to the imperative of improving the risk management and ensuring business continuity in hospital organizations, is the SARS CoV - 2 virus that began to spread in the 2019 year in a high-density urban area. The emergence of the SARS CoV - 2 result in a crisis that has been spread to the surrounding areas, and also globally. The emergence of viruses on healthcare organizations, but also on the entire medical supply chain, places high demands related to ensuring all medical products that will be used in handling patient's whit virus. Besides hospitals, this crisis may affect almost all segments of the economy that may result in the risk of ensuring business continuity. Healthcare as such is geared towards considering the quality of life and providing medical assistance in situations like an

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epidemic outbreak. Because of that fact, it is necessary to ensure business continuity of healthcare organizations, otherwise, disruption in business continuity as a consequence may have the emergence of new crises and also in increasing the level of the existing crisis.⁴

Business continuity means creating ways continuing of the health care process and based on pre-defined contingency plans. The contingency plan consists of several plans that relocate organizational resources and also relocate available capacities of the organization to ensure continuity. Furthermore, each organization can define an associated recovery plan that will be used to reorganizing resources so the organization can continue to provide services.⁵ Furthermore, it is necessary to highlight the need to identify risks associated with the organizational process, since the occurrence of the new risks may increase the existing crisis level.⁶ All risks should be documented and for each risk, the organization should define measures related to decreasing the possibility of its occurrence since its complete exclusion requires a large number of financial and other resources. Furthermore, risk management through process approach in practice shown especially good result because of KPI (Key Performance Indicators) that are one of the fundamentals of business processes. KPIs are used for measuring the execution of processes and also for tracking possible risks related to the processes. If a high level of risk is identified in one of KPI, that KPI becomes a critical performance indicator, namely CSF.⁷ To identify and document risk at KPIs in the process, an organization can use several different approaches such as FMEA (Failure Modes and Effect Analysis). FMEA is used for creating a risk map that defines which risk the organization should concentrate on. When the higher probability of risk occurrence it is higher imperative for the organization to concentrate on defining measures to reduce identified risks.⁸ When it comes to risk in healthcare organizations, based on the conducted research, it was identified that an insufficient number of authors spoke about the need of consideration of creating business continuity plan in healthcare organizations which is why the topic of continuity assurance in such organizations is particularly important.⁹ Moreover, thought conducted research authors identified that an insufficient number of papers spoke about the possibility of reducing the risk with Industry 4.0 technologies in healthcare organizations. Besides, the topic of information security in healthcare organizations is of particular importance, since almost all communication technologies use an Internet connection for their normal functionality. The exposure of information related to healthcare users to third parties may not only impair the privacy of the user but also his security and dignity.

Given the lack of conceptual models related to ensuring the continuity of the healthcare process, this paper aims to give an overview of existing insights regarding the business continuity in healthcare organizations. Also, this paper aims to show the importance of the identification of risks and risk management.

2. BUSINESS CONTINUITY

The need for developing a business continuity assurance model for organizations grows with increasing risks arising from organizational environments. The higher risk may also result in a greater possibility of continuity interruption, which may also have challenges associated with the

⁴ Rogers, C. B., & Sathyavagiswaran, L. (2018). Business Continuity Planning for the Medical Examiner. *Multidisciplinary Medico-Legal Death Investigation*, str. 353-364.

⁵ Gibb, F., & Buchanan, S. (2006). A framework for business continuity management. *International journal of information management*, str. 128-141.

⁶ Cagliano, A. C., Grimaldi, S., & Rafele, C. (2011). A systemic methodology for risk management in healthcare sector. *Safety Science*, str. 695-708.

⁷ Poon, P., & Wagner, C. (2001). Critical success factors revisited: success and failure cases of information systems for senior executives. *Decision support systems*, str. 393-418.

⁸ Raz, T., & Michael, E. (2001). Use and benefits of tools for project risk management. *International journal of project management*, str. 9-17.

⁹ Aven, T. (2016). Risk assessment and risk management: Review of recent advances on their foundation. *European Journal of Operational Research*, str. 1-13.

normal functioning of social and other processes.¹⁰ Risk, as such, can be defined as a lack of knowledge about a particular phenomenon.¹¹ Lack of knowledge can result in decisions that may result in unacceptable events, such as a crisis. Besides, a lack of knowledge about an unusual event in the context of healthcare may also mean a dilemma about the measures that need to be taken to reduce an unusual event. In other words, if a healthcare organization has little information or knowledge about a particular virus outbreak, it cannot define the steps for preventing the virus from further spreading. This can also have a detrimental effect on society as a whole, and in particular on certain economic sectors such as tourism, since one of the first measures taken in the event of a pandemic is tighter travel control. Business continuity can be defined as the ability of an organization to continue its business after a particular risk has occurred.¹²

Impairment of organizational subsystem functionality may result in impairment of the functionality of the entire organization as a system since the organization as such should be viewed through the context of system theory. System theory emphasizes that all components in the system are interconnected and that changes in one of the components effect changes in all other components and even cancellation of their function.¹³ In regard, health care organizations should pay particular attention to ensuring business continuity, since their role in society is of particular importance and has the primary task of reducing the spread of epidemic diseases or taking measures to assist in the outbreak.¹⁴ Moreover, it should be highlighted that healthcare organizations should also consider scenarios that may arise if appear specific requirement such as a lack of particular resources, for example, lack of blood supplies. The lack of such resources may result in impaired continuity in service provision, which is why it is necessary to define measures on the basis of which such events can be annulled. It should be highlighted that numerous studies show that organizations pay insufficient attention to business continuity planning, which causes additional risk associated with the termination of their business due to the achievement of some of the risks.¹⁵ Another challenge that the authors talk about is the hospital organization's information system, which can be exposed to a number of different risks that can result in the disruption of business continuity. This is also one of the fundamental reasons why an organization needs to create a recovery plan.¹⁶ A recovery plan involves ensuring organizational capacity so that organizations can continue to provide services, i.e. produce products shortly after an organization crisis or incident occur.¹⁷ To manage risk and crisis an organization can implement a risk management system based on the ISO 31000 standard. Furthermore, organization can create an integrated risk management system that will include business continuity and risk management systems, employee health and safety management systems, etc. All these systems in synergy can have an impact on reducing the risk in the organization, which is the basis for achieving business continuity.

¹⁰ Baba, H., Watanabe, T., Nagaishi, M., & Matsumoto, H. (2014). Area business continuity management, a new opportunity for building economic resilience. *Procedia Economics and Finance*

¹¹ Renault, B. Y., Agumba, J. N., & Ansary, N. (2016). A theoretical review of risk identification: perspective of construction industry. *Procs 5th Applied Research Conference in Africa*, str. 773-782.

¹² Herbane, B., Elliott, D., & Swartz, E. M. (2004). Business continuity management: time for a strategic role? *Long Range Planning*, str. 435-457.

¹³ Caddy, I. N., & Helou, M. M. (2007). Supply chains and their management: Application of general systems theory. *Journal of Retailing and Consumer Services*, str. 319-327

¹⁴ Turner, A. M., Reeder, B., & Wallace, J. C. (2013). A resource management tool for public health continuity of operations during disasters. *Disaster medicine and public health preparedness*, str. 146-152

¹⁵ Rebmann, T., Wang, J., Swick, Z., Reddick, D., & delRosario Jr, J. L. (2013). Business continuity and pandemic preparedness: US health care versus non-health care agencies. *American journal of infection control*.

¹⁶ Payne, T. (2008). Introduction and overview of clinical computing systems within a medical center. *Practical Guide to Clinical Computing Systems*, str. 1-9

¹⁷ Guide Jr, V. D., Jayaraman, V., & Linton, J. D. (2003). Building contingency planning for closed-loop supply chains with product recovery. *Journal of operations Management*, str. 259-279

2.1. Crisis and risk management in the organization and ISO 31000 standard

An organization crisis can arise as a result of an unplanned event, or an insufficient willingness of the organization to respond to particular events. Therefore, it can be said that the crisis in the organization is a consequence of the lack of a contingency plan as well as a lack of knowledge about a particular phenomenon. After the crisis occurs, each organization adapts to the new conditions that have resulted in the crisis.¹⁸ The crisis is particularly problematic in the context of healthcare organizations because it may result in the inadequate quality of the health care services provided. Therefore, the healthcare organization should pay special attention to identifying the possible risks that could result in a crisis. The organization needs to define the mechanisms which are directed towards managing the crisis. Failure to define crisis management mechanisms can result in an additional increase in the crisis and the possibility of interrupting business continuity. Besides, the emergence of a crisis in an organization and inadequate management of the crisis can result in a decline of the organization's reputation as well as a decline of the customer or customer's trust.¹⁹ For crisis management as well as risk identification, the organization should define a risk management policy and procedures related to the decreasing risks. It should be highlighted that the acceptable level of risk for the organization is depending on the risk management policy. Some organizations may be more tolerant and readier to risk occurrence than others. Accordingly, risk management policy depends on the organization's readiness and also resistance to the risks. Furthermore, risk management policies can be significantly different in manufacturing organizations and organizations that are providing services. An optimal way to manage risks in the organization is to implement a process approach based on measuring points i.e. KPI. All identified deviations in KPIs should be analyzed with root cause tools. After identification of root cause, the organization should create a mechanism for preventing risk occurrence in the future. As mentioned before, in all measuring points where is the high level of risk organization must defined measures for reducing identified risks because such points can endanger the entire transformation undertaken in the process. An organization can set up a risk management system based on ISO 31000, which can serve as a basis for preventing the achievement of specific risks. ISO 31000 can be adapted to any organization which means that the standard is also applicable in the healthcare system. Furthermore, since the standard is Annex SL compliant, it can be integrated with other management systems.²⁰ ISO 31000 risk management emphasizes the importance of understanding the context of an organization as well as the importance of organizational management's commitment to identifying possible crisis situations and defining roles, responsibilities associated with risk reduction measures. Likewise, it is necessary to evaluate and analyze all identified risks and also to evaluate the efficiency of created measures for risk annulation in order to define measures to reduce them.²¹

2.2. Business continuity management according to ISO 22301

To show its commitment to quality management, an organization may, in addition to the ISO 9001 standard, implement a business continuity management system and certified it with the ISO 22301:2019 standard. According to ISO 22301:2019 standard, any organization that has a business continuity management system in place should develop processes to ensure business continuity as well as implement individual activities into processes to reduce the likelihood of business

¹⁸ Sarkar, S., & Osiyevskyy, O. (2018). Organizational change and rigidity during crisis: A review of the paradox. *European Management Journal*, str. 47-58.

¹⁹ Šontaitė-Petkevičienė, M. (2014). Crisis management to avoid damage for corporate reputation: the case of retail chain crisis in the Baltic countries. *Procedia-Social and Behavioral Sciences*, str. 452-457

²⁰ Brocal, F., González-Gaya, C., Reniers, G., & Paltrinieri, N. (2019). Emerging risk management versus traditional risk: differences and challenges in the context of occupational health and safety. *Proceedings of the 29th European Safety and Reliability Conference/Beer, M*, str. 3895-3903

²¹ Oehmen, J., Ben-Daya, M., Seering, W., & Al-Salamah, M. (2010). Risk management in product design: Current state, conceptual model and future research. *ASME 2010 International Design Engineering Technical Conferences and Computers and Information in Engineering Conference*, str. 1033-1041.

interruption if any of the identified risks have occurred. Likewise, ISO 22301:2019 standard requires that the organization must define the scope of application of the standard, define all internal and external risks, and define measures to reduce identified risks. Moreover, the standard highlights that every organization should consider the creation of business continuity plans and goals when planning business.²² In point 8.2, ISO 22301: 2019 defines the need for each organization to analyze the impact of the risk as well as the need to document all identified risks. It also defines the need to analyze the potential impact that risks could have on an organization. Based on the analysis of the organizational environment, a strategy for achieving business continuity is defined. In the strategy, it is necessary to define all resources such as people, information and data, finances, partnerships, etc. for ensuring business continuity. All the described resources will be used in case of a crisis in the organization. For each crisis, the organization should define procedures that declare the communication protocol, precisely describe the specific steps that the organization needs to take to reduce the crisis, etc. So, plan for ensuring business continuity describe the exact roles that each individual has. It should be emphasized that the organization should conduct testing and appropriate training aimed at increasing the competency of the organizational team, to increase the readiness to respond to an individual crisis in the organization.²³

3. CONCEPTUAL MODEL OF CONTINUITY MANAGEMENT IN CRISIS SITUATIONS IN HEALTH HOSPITAL ORGANIZATION

The importance of managing risks and ensuring business continuity in healthcare organizations arises from the number of outbreaks or crises that occur in the healthcare system. The goal of any healthcare organization, or health system as a whole, is to prevent outbreaks of epidemics and crises of any kind, based on the identification of possible risks and on the definition of preventive actions that will prevent the occurrence and rapid spread of a crisis or epidemic. For prevention, it is necessary to properly educate the staff of the healthcare organizations as well as to define the protocols that will be triggered in the event of an epidemic or crisis. Regarding this, each healthcare organization should identify the risk points in its processes and define in each of the processes the mechanisms that will allow timely monitoring of anomalies. Furthermore, it should be emphasized that healthcare organizations should not focus only on health risks, but also focus on the risks arising from the application of certain technologies such as those of Industry 4.0. If the organization does not define the mechanisms for block the unauthorized use of some of the technologies, such as the Internet of Things (IoT), Big Data, etc., a third party may take control of such technologies, that will result in the exposure of healthcare users to risks of their information being made available to third parties. Such risks organizations should recognize and consider when creating a business continuity plan. To identify risks, an organization can perform risk mapping, using several different tools. One tools for risk mapping and managing is FMEA method, which defines the need to identify all critical parts in process or and to identify possible risks. One example, in the context of a healthcare organization, is the possibility for an organization to encounter a lack of capacity to accommodate health care users after an epidemic or pandemic occurs. This is one of the problems faced by the health system of the country in which the SARS Cov - 2 virus has appeared, which is why construction begun construction of a new hospital with facilities to accommodate infected persons. The same can be applied to other matters such as lack of blood supply of a particular blood type, lack of medical staff specialized in a particular medical procedure, etc. It should be emphasized that this is also one of the reasons and basis for the development of medical logistics that serves for the allocation and provision of all necessary resources for the normal functioning of the health process.²⁴ Moreover, when identifying risks, an organization creates a so-called a risk

²² ISO 22301. (2012). ISO 2012 Societal security — Business continuity management systems — Requirements. ISO organization

²³ Ibid.

²⁴ Buntak, K., Kovačić, M., & M. I. (2019). Impact of medical logistic on the quality of life of healthcare users. str. 1025-1032.

map defining all risks that are of particular importance to the organization and the organization should address such risks to reduce the likelihood of their occurrence. An example of a risk map is shown in Figure 1. To evaluate the likelihood of a risk occurrence, an organization may use number 1 through 5 where is number 1 the least likely risk and the weighting 5 is a risk that will almost certainly be realized. Furthermore, for an impact assessment, an organization may use weights 1 through 5 where weighting 1 is the smallest risk impact and weighting 5 is the largest risk impact on organizational business.

All identified risks can be further analyzed using the FMEA method shown in Figure 2. As seen in the figure, the FMEA requires the definition of a risk level for each item by weighting 1 to 5 for the probability of occurrence, 1 to 5 for detection probability and weights 1 to 5 for influencing the organization. Weighting 1 indicates the least likely risk, while weighting 5 indicates the most likely risk. Furthermore, in assessing the likelihood of detection, the weighting 1 shows the risk that will be detected while weighting 5 shows the risk that is unlikely to detect. In assessing strength or impact level, weighting 1 indicates a risk that will not significantly affect the organization, while weighting 5 indicates the risk that will result in disruption to the normal functioning of the organization. Furthermore, it should be emphasized that for all identified risks an organization should check whether controls exist or not. If it is identified that controls do not exist, they should be defined in the same way as it is necessary to define responsible persons who will take care of the proper implementation of the proposed measures, ie who will consider the individual risk identified in the process. It should be reiterated that the level of risk depends on the organization's risk management policy and the organization's willingness to respond to the identified risk by applying the procedure. When referring to possible items that can be analyzed using the FMEA, in the context of the healthcare organization, it should be noted that it can be, for example, interruption of the supply of electricity or other energy, delays in the supply of some of the resources necessary for the normal operation of the provisioning process. health services etc. Risk identification is the basis for developing procedures to ensure business continuity.

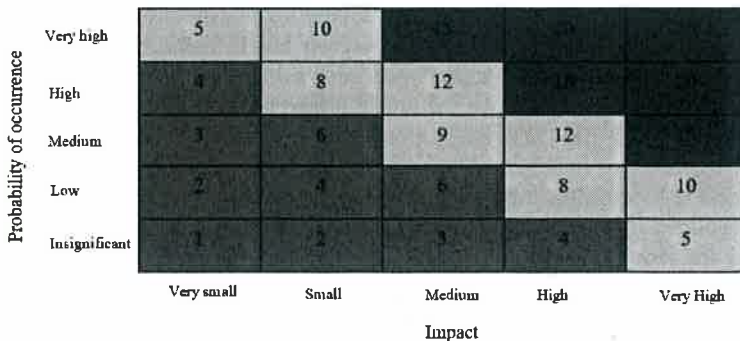


Figure 1: Risk map

Source: Author

Besides, for each identified risk, the organization should conduct a stress test to identify how an organization is well prepared with its existing capacity to respond to the occurrence of the identified risk. It should be highlighted; the organization should create recovery plans within defines how it will allocate its resources to continue whif providing services or to continue whif production after an incident occurs. Figure 3 shows a conceptual model of business continuity. The conceptual model is based on the identification of stakeholder requirements by creating an organizational context. Based on the organization's context, the organization begins to the identification of risks that could jeopardize the continuity of the organization's operations. All identified risks should be analyzed and documented as described at the beginning of this chapter, using tools and methods such as FMEA, or a risk map. It is necessary to evaluate whether all the risks have been identified since the organization may mistakenly overlook some of the risks. If it is identified that there are

other risks that the organization did not consider when creating the organizational context, it is necessary to conduct the analysis again. On the other hand, if all the risks are identified, the organization begins to create a business continuity strategy, which involves defining the responsibility for implementing the measures for risk reduction, identifying all the resources needed to re-establish the service delivery process if its interruption occurs. etc.

An essential component of the model is employee education and testing of all measures defined in the strategy to identify whether the proposed strategies and measures are sufficiently effective or not. If it is identified that they are not, they need to be improved or redefined in order to allow the defined measures to continue in business, i.e. to provide the service. On the other hand, if an incident or risk has occurred, the organization activates the protocol that is defined in the strategy

The protocol may include activities such as communicating relevant information to all stakeholders, activating suppliers to provide additional resources, expanding the existing capacities of the organization, etc. Therefore, the protocol is related to risk and the analysis of existing capacities available to the organization. The organization must check competences and knowledge of all employees on a regular basis so that they can readily respond to any threats to business continuity. Within the health care system of the Republic of Croatia, all institutions have continuous training of staff which they provide through competent chambers, which is a condition for maintaining licenses for independent work.

Once the protocol has been activated, the organization should monitor whether the defined protocol is enough effective and efficient to ensure business continuity. If this is not the case, there is a need to identify areas for improvement and suggested improvements should to be implemented in a new cycle of organizational environment analysis and planning. All procedures that an organization creates should be documented and accessible to employees, i.e. employees need to know where to find a particular procedure for a particular risk, i.e. crisis in an organization, and how they should be able to apply the procedure.

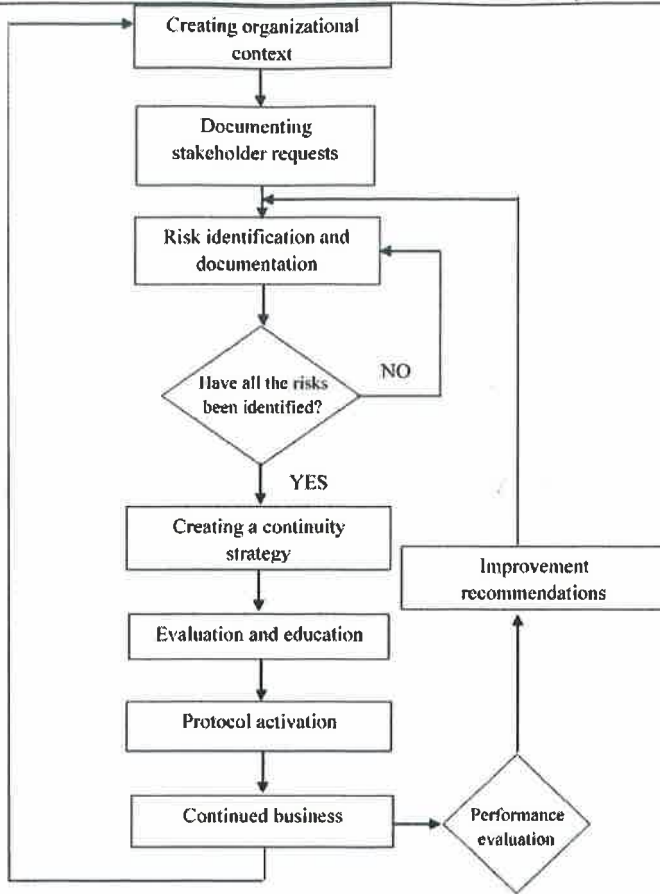


Figure 2: Conceptual framework of creating business continuity based on risk identification

Source: Autor

Activation of the business continuity assurance protocol results in the continuation of the organization's operations if the organization has identified and defined a strategy following the proposed conceptual model.

4. CONCLUSION

This paper is based on the conducted secondary research. As result of conducted research conceptual model was developed. The conceptual model is based on the need of healthcare hospital organizations to continue service delivery after a crisis, i.e. a single risk, is occurred in the organizational system. Achieving business continuity is imperative for any healthcare organization, since healthcare is a sector in which termination of service may result in decreased quality of life or fatal outcomes. To create business continuity, an organization needs to develop capacities that can be linked to several different factors, one of which is the information system, through which an organization can communicate its resource needs on time.²⁵ Some authors emphasize that the development of a business continuity assurance strategy has the potential to increase the performance of an organization, which additionally highlights the importance of each organization

²⁵ Bakar, Z. A., & Udin, Z. M. (2015). Business Continuity Management Factors and Organizational Performance: A study on the Moderating Role of it Capability. *Journal of Management Info*, str. 12-39.

to develop a business continuity insurance plan.²⁶ Furthermore, the increasing number of different threats coming from different domains of organizational environments that may be related to pandemic threats, epidemics, terrorist attacks, power outages, cyber-attacks on the information system, etc. may result in interruption of continuity. business organization These are some of the reasons why a healthcare organization needs to ensure continuity in the provision of health care services to its users. The proposed model is theoretical nature, which is one of the limitations of this research. However, given the lack of authors dealing with the topic of business continuity of healthcare organizations, there is a need to create such conceptual models that will serve as a basis for upgrading and which will incite consideration of the need to create business continuity models of healthcare organizations. Creating such models as well as testing the same are suggestions for future researchers in the field. As there is an increased risk of the rapid spread of viruses and diseases due to the high degree of urbanization, it is necessary to reflect on the emergence of the crisis as well as the risks associated with the occurrence of such conditions.

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