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Danger  
Comes  
Opportunity*

# **Pandemic Planning**

## **How to Implement a Pandemic Plan**



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# Agenda

- Threat status
- Where to begin?
- Planning assumptions
- Trigger points
- Task force
- Challenges you need to plan for



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- These summary of cases and deaths is as of July 24, 2006
  - Indonesia 54/42 - 9 clusters (76.5%)
  - Vietnam 93/42 (45.2%)
  - Thailand 22/14 (63.6%)
  - Cambodia 6/6 (100%)
  - China 19/12 (66.7%)
  - Turkey 12/4 (33.3%)
  - Iraq 2/2 (100%)
  - Azerbaijan 8/5 (62.5%)
  - Egypt 14/6 (38.5%)
  - Djibouti 1/0 (0%)
  - Total 231 cases/133 deaths
  - 56% fatality
- Thailand and Vietnam have had no cases in 2006.
- The total number of cases/deaths includes only WHO laboratory confirmed cases.

# Current Human Death Toll



Reuters / Nir Elias

# Indonesia - The Hot Spot



- 18,108 islands (6,000 inhabited)
- 242 million people
- Jakarta - 12 million people
- 37 cases with 31 fatalities so far in 2006 (54/42) 78% fatality.
- 3 significant family clusters
  - One family cluster in North Sumatra resulting in 7 deaths
  - 3 weeks from index case to the last death (2 times maximum incubation)

The Jakarta Post quoted several local health experts as saying that “the government was not disclosing how widespread the disease was or how many times human-to-human transmission might have occurred.”  
NY Times 6.16.06



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# Where to Begin?

- Top down approach?
- Bottom up?
- Need to have senior management support before getting to far forward



# BCP Basic Assumptions

- Business Continuity Planning (BCP) generally has two assumptions:
  - Back to “business as usual” in 30 days or less
  - Go from the “affected” site to the “unaffected site” and resume business
- *Neither apply with Pandemic Influenza*



# Planning Assumptions

1. 30% absenteeism of staff, vendors, services within the community such as health care, police, fire, etc.
2. The pandemic may last as long as eighteen months in three separate waves; mortality and morbidity will increase and decrease in spurts.
  1. The first three to four months (90-120 days) will likely produce the greatest deaths and illnesses.
3. Critical functions carried out by contractors, consultants and vendors cannot be guaranteed.
4. Civil society infrastructure will be stressed, but remain functional.
5. Potential closure of gathering places in the community including schools, churches, events, malls, etc.



# Planning Assumptions

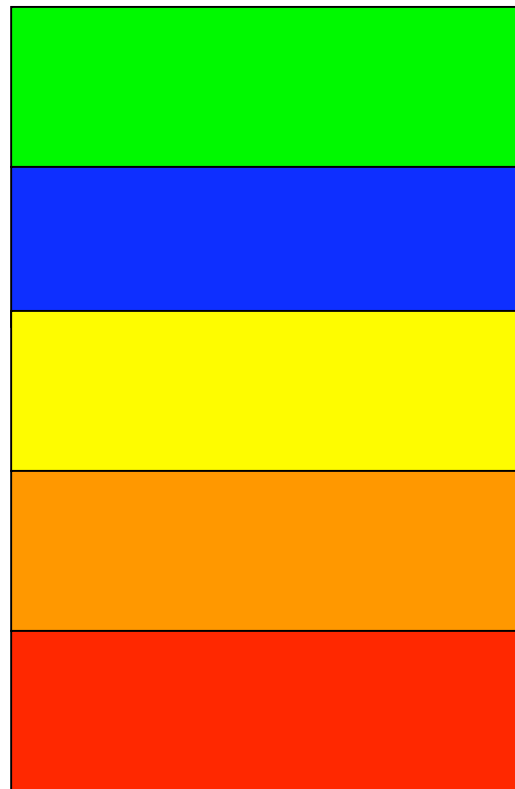
6. Will likely have less than six weeks of warning from the time the pandemic is announced before it reaches the United States.
7. No remedies will be immediately available. Tamiflu and other antivirals will be in very limited supply.
  1. Vaccinations will take 9-10 months and antibiotics are only for the treatment of a secondary bacterial infection.
8. Current WHO Alert Levels do not provide any indication regarding the time interval between levels.
  1. Current thinking among experts is that while it may take a significant amount of time for a virus to reach Alert Level 4 (small clusters of human to human viral spread), the time interval between Alert Levels 4, 5 and 6 may be rapid (ranging from days, to weeks, to months).
9. Phases one - three are planning; Phases four - six are plan execution.





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# Pandemic Levels - Terrorist Threat Levels



**Phase One**

**Phase Two**

**Phase Three**

**Phase Four**

**Phase Five & Six**



# WHO Phases

- **Phase 1 & Two** *No new influenza virus* subtypes have been detected in humans.
- **Phase 3.** *Human infection(s)* with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.
- **Phase 4.** Small cluster(s) with *limited human-to-human transmission*.
- **Phase 5.** Larger cluster(s) but human-to-human spread *still localized*,
- **Phase 6. Pandemic:** increased and sustained transmission in general population.
  - Pandemics usually last approximately 18 months
  - The first 90 - 120 days are likely to be the most deadliest.



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# Develop A Task Force

- Business Continuity Planning
- Security
- Safety
- Human Resources
- Travel
- Key lines of business
- Corporate Communications
- Purchasing
- Legal
- Telecommunications
- Technology
- Risk Management



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# Task Force Process

- Executive sponsorship
- Begin with an educational workshop
- Schedule meetings every two weeks
  - “Average’ plan takes 2 - 4 months of concentrated effort to produce
- Make clear assignments
- Present plan to executives for endorsement and funding
- Educate employees on threat and plan



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# Challenges You Need to Plan For...

# Travel



- Do you restrict travel?
  - If so, when?
- Can you make travel safe?
  - PPE
- What about personal travel?
- Strategies could include:
  - Home quarantine for 10 days
  - Work from home



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# Jet Travel to Avoid?





# Travel

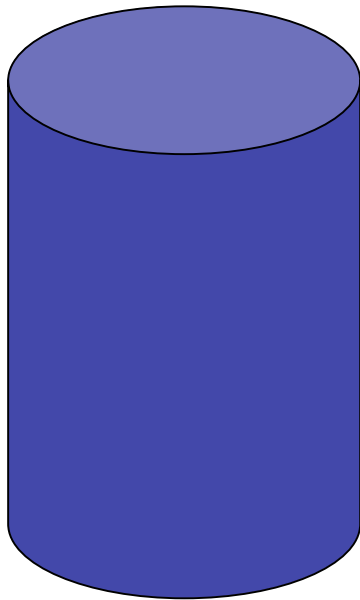
- What if a countries borders are closed?
- Do you have a relationship with an international medical provider?
- How do you conduct a:
  - Medical evacuation?
  - Evacuation of remains?



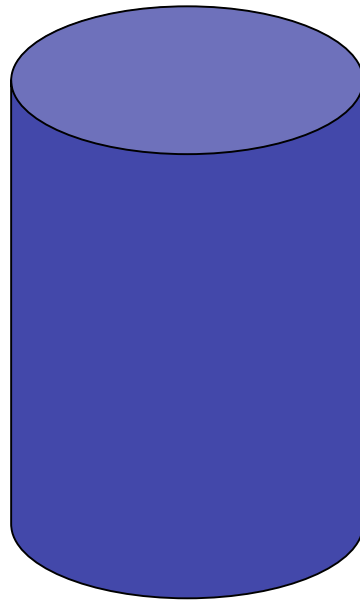


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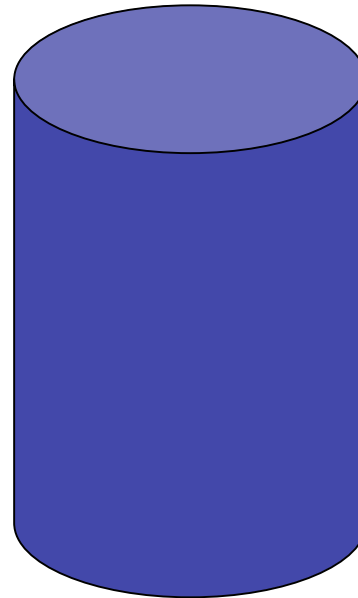
# Human Resources



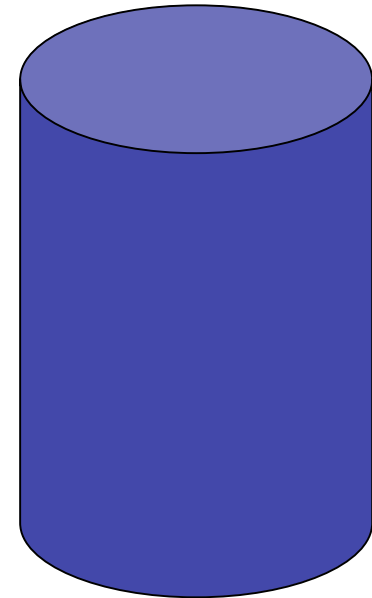
**Category One**  
“Must” be  
@ work



**Category Two**  
“Must” work  
& can work @  
home



**Category Three**  
Can work  
@ home but not  
essential



**Category Four**  
Not essential- no  
need for them to  
work



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# Human Resources

- Category One:
  - Social Distancing
  - Masks
  - Health education on handwashing
  - Spread people out on different shifts to spread them out
  - Employee cleans area frequently
  - Eliminate all face-to-face meetings





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# Human Resources

- Category Two: install a robust work from home program
  - Broadband connection
  - Company sponsored computer and all necessary peripherals
  - Work from home at least one day a month
  - Demonstrate in advance that can work from home
  - Desktop support for the home



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# Human Resources

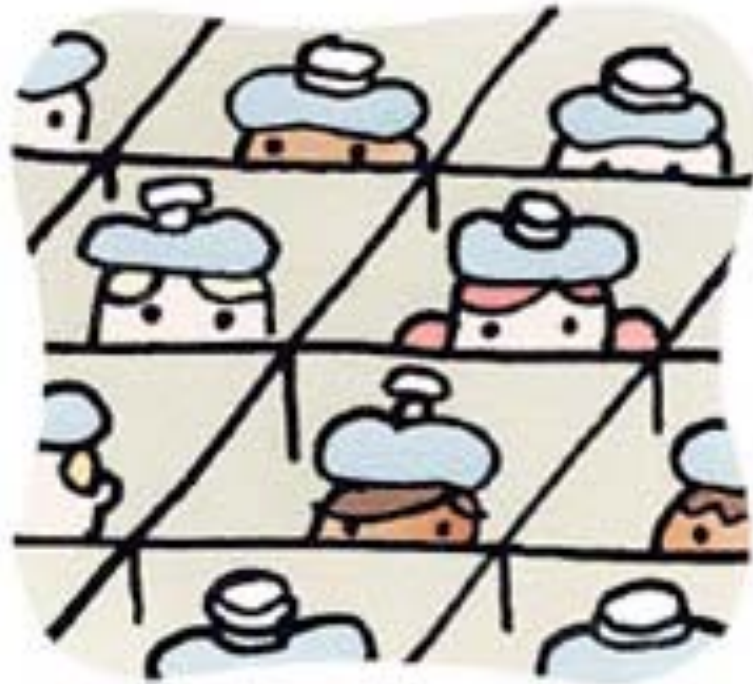
- Category Three and Four:
  - How long do you pay those who aren't working?
    - Pay partially?
    - How long do you continue benefits?
    - What are those the others issues?



# Human Resources

- Other staff issues:
  - What if employees refuse to come to work?
  - What if a family member is sick but the employee is well - do you have them come in?
  - If a person comes down with the flu after being at work it is a workers comp issue?
  - What if schools are closed? How to deal with day care issues?
  - What about your expatriates and their families?

# Human Resources



- Employee Education
  - Family Preparedness
- Flu shots
  - Seasonal flu shots and education
- Antivirals
  - Will you provide or offer to employees?



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# Communication

- Communication is essential
  - How to communicate (what tools)?
  - How often?
  - To whom?
  - What is the message?
  - When to communicate?
  - Who does the communicating



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# Communication

- Update employee information including all forms of home contact - home cell, home email.
- Develop strategies if the phones are overloaded
  - Text messaging
  - VoIP [www.skype](http://www.skype.com)
  - Instant messaging





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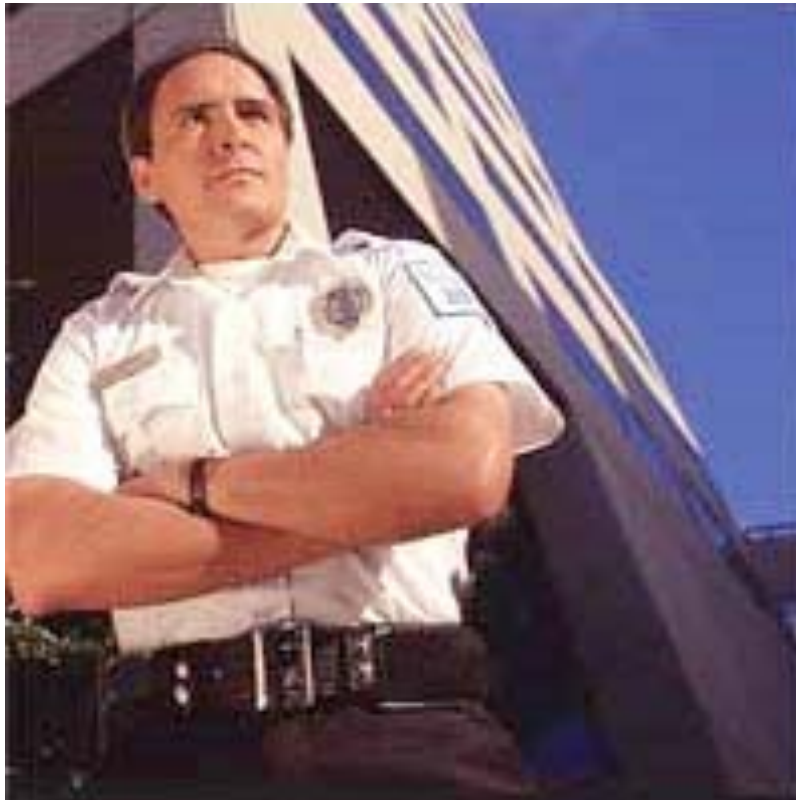
# Technology

- Equipment and bandwidth issues?
- Overall infrastructure failures?



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# Security



- Visitor restrictions:
  - When?
  - How?
  - Exceptions?
  - Who can authorize?
- Visitor/vendor screening:
  - When?
  - How?
- Training
  - PPE



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# Facilities



- Janitorial
  - Cleaning procedures
  - PPE
  - Disinfectants
- HVAC system
  - How often to change filters
  - Changing filters
  - How much recycled air?



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# Purchasing

- Procure necessary equipment: masks, antiseptic solutions, hand gel, gloves
- Supply chain analysis - where do your critical supplies come from?
  - What if ports are closed 90 - 120 days?



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# Risk Management

- Insurance
  - Do you have coverage?
  - If not, do you need/want to acquire it?
- Assess impact to company
  - Do modeling showing reductions in revenue by 10-20-30% for 90-120 days; up to 18 months.



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# Incident/Crisis Management Team

- Virtual EOC
  - Conference bridge
  - Web meetings
- Succession planning - Leadership Continuity Planning
  - For the Incident/Crisis Team
  - Senior executives

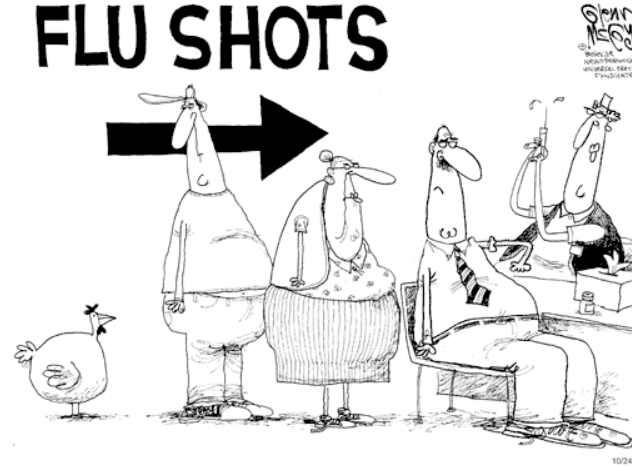
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# FLU SHOTS





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**Thank You!**

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