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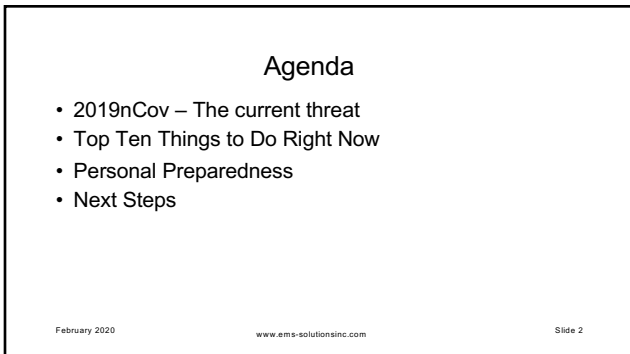
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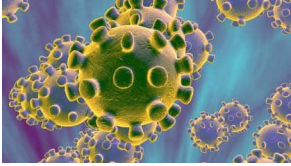
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### Coronavirus

- Coronaviruses primarily infect the upper respiratory and gastrointestinal tract of mammals and birds.
  - Coronaviruses are believed to cause a significant percentage of all common colds in human adults and children.
  - Seven different currently known strains of coronaviruses infect humans.



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### Seven Types of Coronavirus

1. Human Coronavirus 229E
2. Human Coronavirus OC43
3. Human Coronavirus NL63 (HCoV-NL63, New Haven Coronavirus)
4. Human Coronavirus HKU1
5. SARS-CoV 2002 - 2003
  - 774 deaths and 8,096 cases reported in 37 countries
6. Middle East respiratory syndrome (MERS-CoV) 2012 – present
  - 858 deaths and over 2,494 cases reported in 26 countries
7. Novel coronavirus (2019-nCoV) 2019 – present

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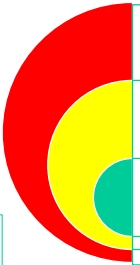
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### SARS, MERS & 2019nCoV\*



2019nCoV Dec 2019 - Present	<ul style="list-style-type: none"> <li>• 43,143 cases</li> <li>• 1,018 deaths</li> <li>• Fatality rate 2.4%</li> </ul>
SARS 2002 - 2003	<ul style="list-style-type: none"> <li>• 8,096 cases</li> <li>• 774 deaths</li> <li>• Fatality rate 9-10%</li> </ul>
MERS 2012 - present	<ul style="list-style-type: none"> <li>• 2,494 cases</li> <li>• 858 deaths</li> <li>• Fatality rate 34%</li> </ul>

For comparison, CDC estimates that influenza has resulted in between 6.3 million – 49.9 million illnesses, between 140,000 – 960,000 hospitalizations and between 12,000 – 79,000 deaths annually since 2010. \*As of February 11, 2020 9:00 AM PT

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### Current Threat



- In December 2019, a pneumonia cluster broke out in Wuhan, China
  - December 1, 2019 was the first case
  - Most of the cases directly linked to visitors or workers at the Huanan Seafood Wholesale Market
- January 2, 2020, a new strain of coronavirus designated (2019nCoV)
  - Two-thirds of whom had direct exposure to the market.
- The definitive origin of the illness (source) has not been determined

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### Current Statistics

- As of February 11:
  - Case total: 43,143 as of 9:00 AM PT
  - Deaths: 1,018 (fatality 2.4%)
- 27 countries
  - 12 cases in the US (6 in California)
  - "Other locations" – cruise ships with 135 cases (so far)
- Incubation period: 2 – 14 days, average 5.2 days
- First case of Human-to-Human Transmission was confirmed in the United States on January 28



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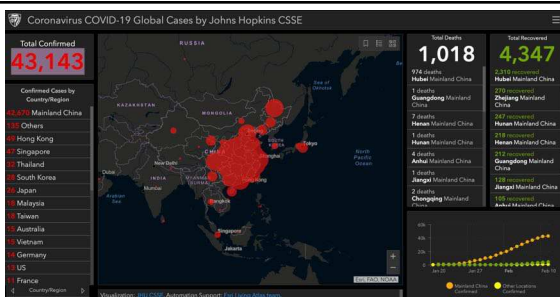
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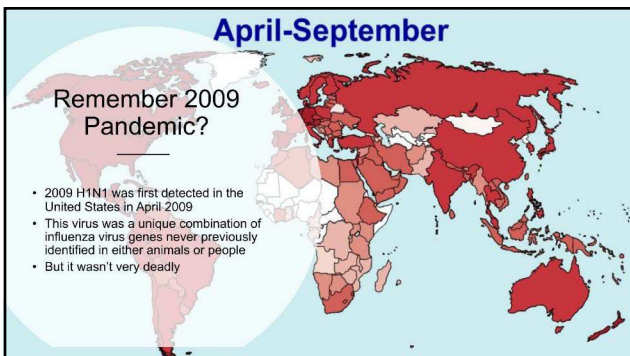
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### Infectious Disease Plans 2.0

- The 2009 Pandemic pointed out many flaws in the way that plans were created – tied to the WHO levels AND only for a global pandemic
  - We changed our planning process completely – I recommend you do the same as well
- *Infectious Disease & Pandemic Plans* should be written with broad guidance and should accommodate a common illness. This is because:
  - A common illness like measles is *FAR* more likely to impact you than the occasional global illness crisis
  - Diseases can shift and change; what works or is done today may not be appropriate when an outbreak occurs
  - Medical treatments and preventive measures change
  - You do not control your destiny or your responses in a serious disease outbreak; the local Department of Public Health is the controlling authority
    - They can invoke Public Health Law, which allows them to control your response
    - They will issue instructions, orders and dictates (as necessary) based on the illness

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### Diseases are Local

- *Infectious Disease & Pandemic Plans* should be written with this in mind – diseases are local
  - We are currently experiencing a global health issue but most of you are experiencing NO local health effects
    - Does that mean you do nothing? No, it means that you review your plan (or write one) in case the situation worsens
      - Hand sanitizers
      - Employee education
  - Some of you are having HUGE impacts to the business with your supply chain
    - Have you tried to buy gloves in the past 72 hours?

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### General Planning Assumptions

1. These outbreaks will be managed using the "routine" Crisis Management Team processes
2. Advice and counsel from the Department of Public Health (DPH) and other medical professionals will be available
  - And remember, they are in charge of all health emergencies
3. The company's usual emergency response procedures and Emergency Response Teams will function as long as it is safe for them to do so
4. The company will remain open as long as it safe to do so

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### Infectious Disease Scenario

- It is possible to have a localized disease outbreak that does **not** rise to the level of a pandemic, yet can still cause a severe or catastrophic impact to the organization
  - A highly contagious illness like measles or Norovirus directly in your workplace could mean the organization might go through all or most of the local phases of the plan in a very short period of time
- Your assessment is not so much a fine science as it is good judgment and consultation with the local Department of Public Health, along with a healthy dose of good common sense

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### A Plan with Three Stages

- There are three distinct stages of an Infectious Disease & Pandemic Plan
  - **Pre-outbreak preparation and planning:** No current risk
  - **Threat Assessment:** Threat detected (*discussed in the Crisis Management portion of this talk*)
  - **Plan activation:** Local phases activated based on *impact and severity* (yellow, orange, red, gray)

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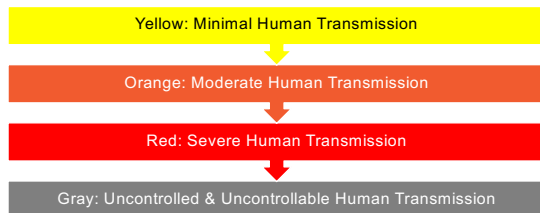
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### Local Phases Based on Impact & Severity



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### Departments or Groups in Your Plan

Pre-outbreak Preparation & Planning & Plan Activation sections of your plan should include these department/areas with guidance for each of the severity levels:

1. Business Continuity
2. Business Units
3. Communications
4. Crisis Management
5. Environmental Health & Safety
6. Facilities
7. Finance / Purchasing
8. Human Resources
9. Information Technology
10. Mailroom / Shipping and Receiving
11. Security
12. Travel

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### Employee Categorization

- Ideally this is standard practice for your business continuity plans. It is helpful for much more than an Infectious Disease Plan
  - **Category 1** – Personnel perform mission-critical / time-sensitive functions and must work on-site
  - **Category 2** – Personnel perform mission-critical / time-sensitive functions and can work remotely
  - **Category 3** – Personnel do not perform mission-critical / time-sensitive functions but could work remotely if feasible
  - **Category 4** – Personnel do not perform mission-critical / time-sensitive functions and cannot work remotely

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### Plan Appendices

- Human Resources:
  - Employee education
  - Monitoring
  - Compensation and benefits
- Incident Management Team:
  - Leadership continuity
  - Virtual command centers
- Maintenance and janitorial:
  - Cleaning
  - Isolation
- Respiratory Hygiene:
  - Policies
  - Guidelines
- Safety and Security:
  - Visitors
  - Lobby policies
  - ERT procedures
- Travel:
  - Policies

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#2 Develop Regular SitStat Reports For Your Crisis Management and Executive Team

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### Situational Awareness Definition

- Situational Awareness is the ability to identify, process and comprehend the critical elements of information regarding an incident
  - It's *knowing what is going on around you*
- Situational awareness requires two distinct activities:
  - **Collect:** Observe, acquire and compile the information
  - **Process:** Assess the information and orient yourself to the possible impacts

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### Collect Situational Awareness - Internal Sources

- Gather "situational awareness"
  - What do you need to know from **all** your locations? You need to carefully consider these questions. We always focus on five areas:
    - People
    - Facilities
    - Technology
    - Business Operations
    - Reputation and Brand

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### Sample Situational Awareness Questions

- Life safety: People
  - What do you want to know on the "disease front" (Employee health and safety issues)?
    - What is happening in their area or region?
      - Give us a picture of what is going on in the area and region
      - Social media, public reporting etc.
      - Changes in government restrictions or guidance
    - What is your current employee illnesses?
      - Compared to "usual for this time of year"?
- Facilities
  - Any health supply-related concerns?
    - Sufficient masks, gloves, wipes, hand sanitizer, etc.?
    - Other facility issues?
- Technology
  - Sufficient bandwidth for a large work-from-home strategies
  - Increase in cyber-attacks?
  - Other technology issues?

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### Sample Situational Awareness Questions

- Business Operations
  - Effects on production – list
  - Supply chain disruption actual issues occurring now or concerns for the short-term and longer-term
  - Quality issues as a result of the above
  - Customer comments or concerns
- Reputation and Brand
  - Is the organization in the news? New inquiries?
  - Could the organization become part of this news story?
  - Holding statements at the ready? List stakeholders
  - Crisis communication advisors on call and at the ready?

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### Collect Situational Awareness - External Sources

- Develop a list of solid, credible health sources
  - WHO: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>
  - CDC: <https://www.cdc.gov/coronavirus/index.html>
  - Your Local Health Department
  - Infectious Disease MD in your area or from a university teaching environment (in the Bay Area, Stanford or UCSF)

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### Collect Situational Awareness - External Sources

- Develop a list of solid, credible outside news sources
  - New York Times
  - Washington Post
  - Bloomberg News
  - Guardian
  - NPR
- Double or triple validate ALL social media posts from unknown sources

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### Conspiracy Theories Abound! One Example...

- Prepare for Change, January 24, 2020 Do you wonder how this virus jumped to the USA in no time?
  - While researching the online archives we found a hard truth: *The father of this Virus is the CDC (Center for Disease Control and Prevention)*
  - The virus didn't originate in China, but it is a C.I.A. gift to China to bring it in line to cough up the much-needed funds the USA, Inc. needs to avoid bankruptcy on January 31st 2020.
  - For all those with IQ's lower than a goldfish, the added bonus is that they will have the opportunity to take advantage of the soon coming *Free mass vaccinations for all! Yeah!*
  - Alas the Deep State / US government, Inc. will soon have the *FREE inoculation we all need to stay alive!*
  - In the below patent you'll find 72 pages of truth so you can be the judge of this terrible "sudden unknown outbreak"



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### Process the Information

- Organize the information daily into a Situation Status Report AKA SitRep
  - Disseminate this to your Crisis Management (tactical) and the Executive Team (strategic)
  - Develop your Incident Action Plans using the SitRep document
  - Consider a format like the new WHO SitRep for 2019nCov

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**Novel Coronavirus(2019-nCoV)**  
Situation Report – 20

World Health Organization

Data as reported by 9 February 2020\*

**HIGHLIGHTS**

- No new countries reported cases of 2019-nCoV in the past 24 hours.
- Update on Cruise Ship Diamond Princess:
  - On 9 February, Japanese National Health Authorities provided WHO with a detailed update on the situation of the Cruise Ship Diamond Princess, currently harboured in Yokohama, Japan. Following confirmation of a case of 2019-nCoV, all crew and passengers are being quarantined for a 14-day period on board the vessel, asked to stay in their cabins and to wear a mask when leaving their cabin. All crew and passengers are closely followed-up and are medically examined and tested for 2019-nCoV when displaying any signs or symptoms suggestive of 2019-nCoV disease. The quarantine period will come to an end on 19 February. Epidemiological and environmental investigations are ongoing.
  - As of 8 February, 64 individuals were found to have been infected with 2019-nCoV among passengers and crew members. All individuals testing positive were disembarked and admitted for medical care in infectious disease hospitals in the Yokohama area. Close contacts of the infected passengers are asked to remain in quarantine for 14 days from last contact with a confirmed case. Thus, the quarantine period will be extended beyond the 19 February as appropriate only for close contacts of newly confirmed cases.

**SITUATION IN NUMBERS**  
total and new cases in last 24 hours

**Globally**  
37 558 confirmed (2676 new)

**China**  
37 251 confirmed (2657 new)  
6188 severe (87 new)  
812 deaths (89 new)

**Outside of China**  
307 confirmed (19 new)  
24 countries  
1 death

**WHO RISK ASSESSMENT**

China	Very High
Regional Level	High
Global Level	High

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### #3 Assess Impact to the Company Supply Chains

- Where does everything come from?
  - China!
- Work with key departments and procurement to do a Supply Chain Assessment
- Map your supply chain operation, the total process, from suppliers, internal and to customers
- Discover areas of concern and work to develop a strategy to mitigate



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### Current Manufacturing & Supply Chain Impacts

**Shut Factories**  
Hubei's significant share of China's output for key products

Phosphorus mining	26.0%
Cloth	19.9
Yarn	15.6
Flat glass	10.9
Fertilizer	9.7
Sulfuric acid	9.6
Cars	8.9
Beverages	7.0
Cement	4.9

Source: National Bureau of Statistics. Data based on January-October 2019 data for Hubei and China.

- Wuhan Province has an economy the size of Sweden
- The province is home to a wide range of industries, as well as having a large education sector
- Autos, health care, aerospace and defense, and construction materials are all sectors where Hubei factories loom large, raising the risk of disruption to supply chains
  - Fourth-largest car producer nationwide in 2019
  - More than half of the top 20 global parts makers produced components there before the virus broke out

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### #4 Communicate With Your Key Stakeholders About Your Plans and Status.

- Develop your holding statements for your key stakeholders
- Develop initial communications



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### Princess Cruise Lines



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### Updates on Diamond Princess

Updated February 7, 2020 at 10:30 PM PT

Rai Caluori, EVP at Princess Cruises provides update on Diamond Princess in Yokohama

Although we are facing many limitations and challenges, we are doing our best to deliver the ship's most critical needs. We are also working to provide as much care and comfort as we can to everyone onboard. We hope these pictures will lift the spirits of those onboard in this difficult time.

Watch Video on YouTube

February 6, 2020 at 7:30 PM PT

Guest Experience on Diamond Princess

Our team on board Diamond Princess, supported by our shoreside colleagues, is actively working to care for our guests to ensure their comfort and well-being. There are such unusual circumstances so our team has activated new in-room entertainment offerings which include:

- Eight (8) new satellite TV channels
- More than 80 new video-on-demand releases, including movies in various languages, concerts and in-cabin fitness videos
- Cruise Director Show (The Wake Show) in English and Japanese
- Printed newspapers in 36 languages
- Pre-printed trivia, daily puzzles, games and arts and crafts
- Radio Taiko (popular callisthenics) videos
- Kids' activity guide
- Food & beverage options offered via room service
- Outdoor time for guests in interior staterooms (under the guidance of Japanese Ministry of Health)

#### More information

News Center

Fact Facts

News Releases

Notices & Advisories

Backgrounders & Fact Sheets

Image Library

Awards & Accolades

For Investors

Cruise Tips & Vacation Ideas

Media Contacts

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### Any New Cases To Reset The Isolation Clock

- People who are quarantined aboard the Diamond Princess in Japan have been wondering how long their situation would last.
- On Friday, a health official gave an answer they might not like:
  - The quarantine would be extended every time a new case of the Wuhan coronavirus was confirmed on the ship.
- The coronavirus quarantine that has kept some 3,700 people aboard the cruise ship was to end on Feb. 19 – but that date will be reset if any new samples from people on the ship test positive for the virus



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### #5 Educate Employees on Smart Health Habits



- Good handwashing
- Cough hygiene
  - Cover cough
  - Cough into sleeve
- Staying home when sick
  - Avoid "presenteeism," the act of showing up to work sick, injured, overly fatigued or otherwise not operating at normal levels of productivity.

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### #6 Market The Importance of Your Company Emergency Notification System



- Take the time now to ensure that you have the best contact information for your employees
  - Home phone
  - Personal mobile
  - Home email
- Market the value of an ENS
- Conduct ENS exercises

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### #7 Review Your BIA and BCPs Through the Lens of an Infectious Disease



- In a disease outbreak, how would you manage with a large staff reduction?
  - Review staff categorization
  - Social distancing
  - Shifting work to other locations
  - Cross training
  - Re-evaluation of what is truly critical

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### #8 Check In With All Critical Third-Party Vendors – What is Going On With Them?

- How many of users are dependent on third-party vendors?
- What is going on with them?
  - Do they have a disease plan?
  - What is their status?
  - How would they answer these ten questions?
  - Will they be able to deliver?



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### #9 Inventory Your Personal Protective Equipment (PPE)

- Got masks? Gloves? Hand sanitizer?
- Inventory your PPE.
- How much would you need?
  - It should be able to support your Category One employees for a reasonable period of time



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### #10 Increase Your Information Security Screening

- As the coronavirus continues to spread across the globe sickening thousands of people in its wake, a malicious strain of software is seeking to take advantage of people's fears.
- Researchers with IBM and Kaspersky have discovered that hackers are sending spam emails to people in the hopes of infecting smartphones and computers with malicious software.
- The malware is disguised as legitimate information about coronavirus.



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### Top Ten Things to Do Right Now

1. Work on your Infectious Disease & Pandemic Plan – don't have one? Get one!
2. Developing regular SitStat reports for your Crisis Management and Executive Team.
3. Assess impact to the company supply chains.
4. Communicate with your key stakeholders about your plans and status.
5. Educate employees on smart health habits (hopefully you were doing this for flu season anyway) such as handwashing, cough hygiene and staying home while sick.
6. Market the importance of your company emergency notification system (ENS) to get out timely information to employees and while you are at it, evaluate the contact information in the ENS for accurate employee data.
7. Review your BIA and BCPs through the lens of an infectious disease. These should be closely aligned with your Infectious Disease & Pandemic Plan.
8. Check in with all critical third-party vendors – what is going on with them?
9. Inventory your personal protective equipment (PPE) – masks, gloves, hand sanitizers and first aid supplies.
10. Increase your information security screening – scammers and hackers are using this virus outbreak to build off of people's anxieties.

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### Personal & Family Preparedness



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### Personal & Family Preparedness

- Wash your hands – a lot
- Avoid touching your eyes and face
  - BTW is very hard to do
- Avoid sick people
- Use hand sanitizer when in public and no handwashing is available
- Wear a mask if around sick people (it provides some protection – but likely impossible to find at this point) **OR** on a plane with coughing people
  - Your chance of getting ill are significantly increased if the coughing person is anywhere two rows around you
- Be smart – and don't panic



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### Next Steps

- Review your crisis management plan for the processes discussed today
- Pull out your disease plan and rethink it
- If you don't have one, start writing or hire someone to do it for you
- Take this threat seriously

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### Lastly....Be Prepare for a Long Haul

- Pace yourselves
- This could go on for weeks or months
- Be aware of staff fatigue, including your own
- Develop staffing charts as necessary
- Be ready for the long haul



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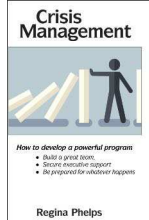
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### Your Crisis Management Process

- If you don't have these items in your Crisis Management Plan
  - Incident Assessment Team
  - Criteria for activation
  - Situation Status reports
  - Incident Action Planning
  - Team structures, roles and checklist
- Please check out my Crisis Management book on Amazon



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### Thank you

**Regina Phelps**  
 Emergency Management & Safety Solutions  
 San Francisco, California  
 @ReginaPhelps  
 LinkedIn.com/in/reginaphelps  
 Regina@ems-solutionsinc.com  
 www.ems-solutionsinc.com

**Crisis Management Book available on Amazon**

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