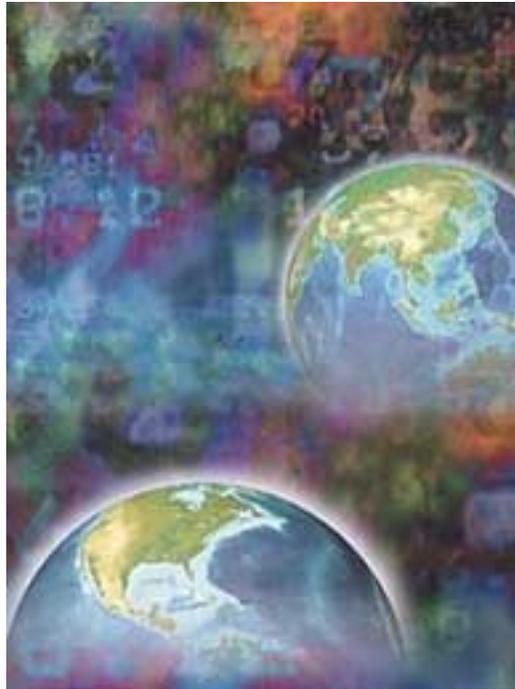


Pandemic Planning for Business



Thanks to Jim Goble, National City Corporation, for providing the resource material contained in this guide.

CHARACTERISTICS AND CHALLENGES OF A PANDEMIC

Source: <http://www.pandemicflu.gov/general/whatis.html>

- **Potential of Rapid Worldwide Spread**
 - Planning should assume that the entire population would be susceptible.
 - Countries might, through measures, delay the arrival of the virus, but not stop it.

- **Health Care Systems Overloaded**
 - Most people have little or no immunity to a pandemic virus. A substantial percentage of the population will require some form of medical care.
 - Nations would unlikely have the staff, facilities, equipment and hospital beds needed to cope with large numbers of people who suddenly fall ill.
 - Past pandemics have spread globally in two and sometimes three waves.

- **Medical Supplies Inadequate**
 - Need for vaccine / antiviral drugs likely to outstrip supply.
 - This need will also likely be inadequate early in a pandemic.
 - A pandemic can create a shortage of hospital beds, ventilators and other supplies. Surge capacity at non-traditional sites, such as schools, may be created to cope with the demand.
 - Difficult decisions will need to be made regarding who gets drugs and vaccines.

- **Economic and Social Disruptions**
 - Restricted travel, closings of schools and business, and cancellations of events could have a major impact on communities and their citizens.
 - Care for family members and fear of exposure can result in significant absenteeism.

PLANNING ASSUMPTIONS

- Worldwide Impact – rapid spread to USA (3-8 weeks).
- Pandemic wave could last 6-8 weeks; subsequent waves could occur if virus mutates.
- 25 – 35% Infection Rate (1.5 – 2 days before symptoms).
- 25 – 40% absenteeism could occur (employee sickness, family sickness/death, fear, home deployment).
- Up to 2% mortality rate.
- Supply chain (materials and services) disruptions likely.
- Probability still unknown for the H5N1 virus mutation.
- Probability is high for a future pandemic.
- Impact is high >> Risk is high.

RISK MITIGATION STRATEGIES

Employee health impacts

- Educate workforce on facts, general health prevention, our readiness
- Prevention of avian flu strain spread
- Cleaning contracts
- Personal hygiene
- Develop strategies to minimize impact from human to human contact
- Customer contact
- Employee contact
- Service provider contact
- Develop strategies to minimize impact from human contact with materials
- Mail
- Workflow

Employee health care

- Revised policies
- Family care responsibilities
- Fear of contracting flu
- Civil unrest

Minimize impacts to Business Services

- Strategies for services from Business Partner
- Strategies for Global supply change disruption
- Strategies for service reductions and absenteeism

PANDEMIC RESPONSE

It may be most appropriate for response activities to be aligned with pandemic phases.

Phases of a Pandemic*

Focus of Response

Phase 3 - Pandemic Alert –
Pandemic is possible and
preparedness plans should be
reviewed and updated where
necessary. **(Current Phase)**



Establish a plan; Educate the
organization; Understand next steps;
Gain management commitment;
personal hygiene

Phase 4 - Pre-Pandemic –
Localized outbreaks of the disease
occur with human-to-human
transmission



Prepare for imminent activities; Execute
preventative actions; Confirm resources
for near term activities

Phase 5 - Pandemic Outbreak –
General outbreaks with human to
human transmission will occur
causing a reduced level of service



Implement restrictive practices;
implement medical care activities;
prepare for high absenteeism

**Phase 6 - Maximum Disruption
Period** – Maximum disruption to
business will occur causing a
greater reduction service levels.



Crisis Management; Support most
critical services; Support affected
employee base; Restore impacted
services

•* *World Health Organization
Phase Definitions*

Examples of phase dependent response activities follow.

Phase 3 – Pandemic Alert Activities

Objective: Establish a plan; Educate personnel within the organization; Understand next steps; Gain management commitment

- Disseminate information to employees about your pandemic preparedness and response plan.
- Develop strategies for prevention in customer contact areas.
- Determine what near term HR policy changes may be required (To be at the end of each phase for the subsequent phase).
- Identify community resources for obtaining counter-measures (e.g. vaccines and antivirals).
- Identify sources for general health education and contacts. Local contacts aligned to the larger population areas and key critical areas.
- Obtain Pandemic Preparedness statement from all vendors providing critical services. Identify critical suppliers and validate their preparedness plans.
- Establish policies for restricting travel to affected geographic areas (consider both domestic and international sites).
- Determine preventive care procedures.
- Develop policies for social distancing (no meetings, personal spacing...).

Phase 4 – Pre-Pandemic Activities

Objectives: Prepare for imminent activities; Execute preventative actions; Confirm resources for near term activities

- Provide cleaning supplies and janitorial practices within facilities.
- Prepare document to be shared with vendors and corporate customers who need to know our plans.
- Determine proactive preventative care that can be offered to employees.
- Establish policies for employees who have been exposed to pandemic influenza, are suspected to be ill, or become ill at the worksite (e.g. infection control response, immediate mandatory sick leave).
- Establish policies for flexible worksite (e.g. telecommuting) and flexible work hours (e.g. staggered shifts).
- Establish policies for preventing influenza spread at the worksite (e.g. promoting respiratory hygiene/ cough etiquette, and prompt exclusion of people with influenza symptoms).
- Implement guidelines to modify the frequency and type of face-to-face contact among employees and with customers.
- Identify critical suppliers and validate their preparedness plans.
- Identify essential critical functions required to maintain business operations by location and function during a pandemic.
- Identify essential employees and other critical inputs (e.g. raw materials, suppliers, sub-contractor services/ products, and logistics) required to maintain business operations.
- Identify roles that could be executed from alternate locations, identify technology related additional needs.
- Identify workloads that could be moved to off shifts.
- Develop visitor and delivery restriction policy.
- Establish policies for evacuating employees working in or near an affected area, and guidance for employees returning.
- Develop plans for adequate critical infrastructure to support increased levels of remote access.
- Implement strategies for delivery of mail, packages and equipment.

- ❑ Implement strategies for prevention in customer contact areas.
- ❑ Implement revised policy for required vs optional attendance at work.
- ❑ Implement what near term HR policy changes may be required.

Phase 5 – Pandemic Outbreak Activities

Objectives: Implement restrictive practices; implement medical care activities; prepare for high absenteeism

- ❑ Implement and enforce policies changes.
- ❑ Implement strategies for work force replacement.
- ❑ Implement prevention policies for work locations. Include use of hand sanitizers, masks and gloves.
- ❑ Develop plans for work locations, sequestering and activation of backup facilities.
- ❑ Identify alternate workforce options.
- ❑ Implement adjusted policies for impacted area.

Phase 6 – Maximum Disruption Activities

Objectives: Crisis Management; Support most critical services; Support affected employee base; Restore impacted services

- ❑ Implement screening stations and post signage.
- ❑ Implement plans to close non-critical common areas such as cafeterias.
- ❑ Train and prepare ancillary workforce (e.g. contractors, employee in other job titles/descriptions, retirees).
- ❑ Adjust work process to maximize ability of work at home staff.
- ❑ Non-critical functions need to be put on hold and all available staff needs to be redirected to areas affected by high absenteeism.
- ❑ Reduce the number of open, active sales/service locations and consolidate staff.

Organizing for Plan Activation: Incident Leadership Model



PEOPLE

Team to Lead Situations

- Skills/Services Needed
(Facility, Security, Media, Finance/Insurance, Information Technology, Leadership, Human Resources, etc.)
- Representation from business units

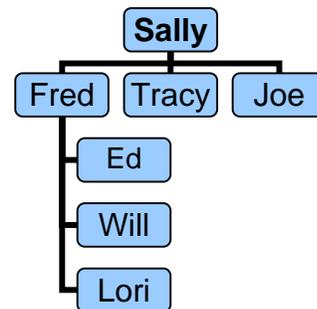
Contact Information for All Employees

- Email, home, cell, emergency contacts, etc.

COMMUNICATIONS

Employees

- Call trees
- Wallet Card
- Status Line
- Protocol: Call manager or Hear from manager



Customers & Vendors

- Daily status/conference call, email, voicemail, direct calls, call tree, websites, etc.
- Protocols and workarounds

ASSESSMENT

Status of Employees

- Daily call tree, escalation to manager, email, etc.
- Able to work, sick or caring for others.

Status of Key Products & Services

- Red, Yellow, Green
- Items to sustain:
 - Supplies
 - Staffing (& skills)
 - Vendors

Impact to Departments

- Directly impacted
- Indirectly impacted
- No impact – can be a resource

COORDINATION & INTERDEPENDENCIES

Team

- Command Center / Conference Calls
- Customer Speaking Points
- Status (Staff, Products & Services, Supplies)
- Issues/Needs

Departments

- Vendor/Suppliers
- Customers
- Other Internal Departments

Employees

- Call Trees
- Status from Managers
- Status Line
- Website

RECOVERY

Your Detailed Plans!

- Know what people and resources are available
- Have Workaround / Alternate Procedures
- Have Alternate worksite
- Use Checklists – reduces redundancy, increases consistency