



# **PANDEMIC INFLUENZA BUSINESS PLANNING GUIDE AND WORKBOOK**

**For Orange County Businesses**

**Version 2.0  
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*Provided by:*  
**Orange County Health Care Agency**

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The Pandemic Influenza Business Planning Guide and Workbook provides general guidance for organizations planning to respond to the threat of pandemic influenza. The information in this document should not be relied upon without reference to legal, occupational health and safety, infection control, and public health expertise tailored to your specific workplace.

## ***How to Use the Guide and Template***

The Pandemic Influenza Business Planning Guide and Workbook was originally developed by the San Francisco Department of Public Health and adapted by the Orange County Health Care Agency to assist businesses in thinking through critical issues related to pandemic influenza and creating comprehensive plans to address these needs. While specifically drafted to address the business impacts caused by a pandemic, these templates are useful in addressing all-hazards disease outbreak and disaster planning.

The content within the guide and workbook is a launching point. It will be necessary to adapt the text to create a final document that accurately represents your organization. Start by modifying the content within brackets, filling out the annexes, and attaching the required information. As you move through the template you may find that certain issues important to your organization's ability to function are not addressed and you may wish to add sections or subsections to the template. You may also need to delete sections that are not applicable to your organization.

This document and other influenza preparedness information can be found on our website (<http://HealthDisasterOC.org/Flu>) and will be updated periodically.

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# 1. OVERVIEW AND CONTEXT

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## 1.1 PURPOSE & OBJECTIVES

The primary purpose of the Pandemic Influenza Business Planning Guide and Workbook is to enable companies and their employees within Orange County to effectively prepare for and respond to an influenza pandemic in order to ensure that continuity of operations are maintained.

The objectives for planning to respond to a potential influenza pandemic are to:

1. Reduce transmission of the pandemic virus strain among employees, staff, vendors, and others within your organization.
2. Minimize illness amongst employees and families.
3. Maintain mission-critical operations and services.
4. Minimize social disruptions and the economic impact of a pandemic.

## 1.2 PANDEMIC OVERVIEW

Severe influenza pandemics represent one of the greatest potential threats to the public's health. Pandemics are distinct from seasonal influenza epidemics that happen nearly every year, causing an average of 36,000 deaths annually in the United States. Seasonal influenza epidemics are caused by influenza viruses which circulate globally in humans. Over time, people develop some degree of immunity to these viruses, and vaccines are developed annually to protect people from serious illness.

Pandemic influenza refers to a worldwide epidemic due to a new, dramatically different strain of influenza virus, to which there is no immunity. The new virus strain may spread rapidly from person to person and, if severe, may cause high levels of disease and death around the world. The Centers for Disease Control and Prevention (CDC) estimates that in the U.S. alone, an influenza pandemic could cause illness in up to 100 million people and cause between 200,000 and 1,900,000 deaths. Many health officials believe it is inevitable that future influenza pandemics will occur, it is impossible to predict the exact timing of their arrival. It is difficult to predict the severity of the next or whether the

pandemic virus strain will be treatable with existing medicines.

There are several characteristics of an influenza pandemic that differentiate it from other public health emergencies. Unlike other natural disasters, during which any disruption to business service provision is likely to be infrastructure-related, disruption to business operations in the event of a pandemic is anticipated to be human and material oriented. A pandemic has the potential to cause illness in a very large number of people, overwhelm the health care system, and jeopardize services by causing high levels of absenteeism in the workforce. Basic services, such as health care, law enforcement, fire, emergency response, communications, transportation, and utilities could be disrupted during a pandemic. Finally, a pandemic, unlike many other emergency events, could last many months to years and affect many areas throughout the world simultaneously.

During a pandemic the goal is to slow the spread of disease to prevent illness. The most effective strategy to accomplish this is through vaccination. However, it is likely that effective vaccines will not be available for many months following the emergence of a new pandemic strain of influenza. Existing antiviral medications may also not be effective or available. Other infection control strategies such as social distancing, improved hygiene and respiratory etiquette, isolation, and quarantine may be used to control the spread of disease.

## 1.3 ROLE OF THE ORANGE COUNTY HEALTH CARE AGENCY

The Orange County Health Care Agency and the Orange County Public Health Officer have broad powers to address a pandemic influenza emergency. Under California law, a local health officer who believes an infectious disease exists within the territory under his or her jurisdiction "shall take measures as may be necessary to prevent the spread of the disease or occurrence of additional cases" and to protect the public's health (California Health and Safety Code Section 120175).



# 1. Overview & Context

The Orange County Health Care Agency will be the lead agency in coordinating countywide public health and emergency medical response and will activate its Health Strategic Operations Center (HSOC) and Health Emergency Operations Center (HEOC) and request the activation of the countywide Operational Area Emergency Operations Center (OA EOC) when a unified response is necessary.

The epidemiology of the new influenza virus strain and the current situation will influence the Health Care Agency's response. Specific guidance and policies, based on up-to-date intelligence, will be provided throughout each stage. Table 1 outlines the stages of the County's pandemic influenza management strategy and possible activities.



**Figure 1 - WHO Pandemic Phases**

<b>Inter-pandemic Phase</b>  New virus in animals, no human cases	Low risk of human cases	<b>1</b>
	Higher risk of human cases	<b>2</b>
<b>Pandemic Alert</b>  New virus, causes human cases	No, or very limited, human-to-human transmission	<b>3</b>
	Evidence of increased human-to-human transmission	<b>4</b>
<b>PANDEMIC</b>	Evidence of significant human-to-human transmission	<b>5</b>
	Efficient and sustained human-to-human transmission	<b>6</b>
<b>POST PEAK</b>	Pandemic disease levels drop below peak observed levels	
<b>POST PANDEMIC</b>	Influenza disease activity will have returned to levels normally seen for seasonal influenza	

# 1. Overview & Context

**Table 1. Orange County's Health Care Agency Pandemic Management Overview**

Alert Phase*		Orange County Health Care Agency Overview of Possible Activities
PREPARE (World Health Organization Phases 1-3)	1. No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human disease is considered to be low.	<ul style="list-style-type: none"> <li>• Establish collaborative planning efforts with public agencies and community partners</li> <li>• Finalize Health Care Agency pandemic influenza planning</li> <li>• Assist County/city agencies to develop pandemic influenza plans</li> <li>• Enhance disease surveillance by providing information to clinicians, hospitals, clinics, schools, and other community partners</li> <li>• Work collaboratively to educate clinicians, businesses, schools, organizations that serve populations with special needs, and the general public</li> <li>• Assist with training of county/city disaster service workers</li> <li>• Continue to recruit volunteers for the Medical Reserve Corps</li> <li>• Stockpile materials and medications</li> </ul>
	2. No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.	
	3. Human infections with a new sub-type, but no human to human spread, or at most rare instances of spread to a close contact.	

\* Material resources required to carry out local operations could be limited at any phase due to international and national production shortages and disruptions in distribution systems (e.g. truck, train, aircraft).



**Table 1. Orange County's Health Care Agency Pandemic Management Overview (continued)**

Alert Phase*		Orange County Health Care Agency Overview of Possible Activities
RESPOND (World Health Organization Phases 4-6)	4. Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.	<ul style="list-style-type: none"> <li>• Initiate County emergency response system</li> <li>• Activate the Health Emergency Operations Center(s) as needed</li> <li>• Share real-time accurate information with County agencies, Operational Area partners, cities, and the public</li> <li>• Send Health Alert with clinical care guidance to clinicians</li> <li>• Carry out disease surveillance and control activities</li> <li>• Provide infection control guidance (e.g. isolation, quarantine, social distancing)</li> <li>• Coordinate the distribution and dispensing of medicines and/or vaccines as available</li> </ul>
	5. Larger cluster(s) but human to human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	
	6. PANDEMIC: Increased and sustained transmission in general population.	
RECOVER (WHO Post-Pandemic Phase)	Post-pandemic phase which includes recovery and preparation for subsequent waves of illness.	<ul style="list-style-type: none"> <li>• Resume routine operation, as able based on staffing</li> <li>• Assist employees and community in recovery</li> <li>• Evaluate response and update plans for possible subsequent waves of illness</li> </ul>

# 1. Overview & Context

## 1.4 PLANNING ASSUMPTIONS

The following planning assumptions were used in the development of the Pandemic Influenza Business Continuity Plan:

### Time period

- There may be less than six weeks of warning from the time the pandemic is announced before it reaches Orange County.
- The pandemic may last as long as eighteen months in several waves with mortality and morbidity increasing and decreasing sporadically.
- Waves of severe disease may last 1 to 4 months.

### Prevention & Treatment

- A vaccine may not be available for at least 6 to 9 months after an influenza pandemic begins and supplies may be limited.
- Antiviral medicines may not be effective to treat or protect against the pandemic influenza virus strain.
- Even if effective, antiviral medications [e.g. oseltamivir (Tamiflu®) or zanamivir (Relenza®)] may be in very limited supply and their distribution may occur in phases.
- Infection control (e.g. respiratory etiquette, hand hygiene) strategies will be used to slow the spread of disease.
- Social distancing strategies (e.g. postponing public gatherings) may be used to control the spread.
- Isolation of ill people will be recommended.
- Early in the pandemic, quarantine of healthy people exposed to ill people may be recommended to attempt to slow initial spread of the virus within the community.

### Staffing

- 20-40% of employees may be absent from work.
- Absenteeism will be the result of workers becoming ill, staying home to care for children or family members, or refusing to go to work.
- Every person who becomes ill is likely to miss a few days to many weeks of work.
- Based on previous pandemics, 0.2% - 2% of workers who become ill may die.

### Vendors of Services/Products

- Essential services will be stressed.
- Availability of critical goods and services provided by contractors, consultants and vendors may be erratic.
- Orange County will not be able to rely on mutual aid resources from state or federal agencies to support local response efforts.



## 2. PREPARE: PHASE 1, 2, 3

NO NEW HUMAN-TO-HUMAN TRANSMISSIBLE VIRUS  
OR RARE INSTANCES OF SPREAD TO A CLOSE CONTACT

WHO PANDEMIC PHASE	TRANSMISSION	KEY ACTIVITIES
1	Low risk of human cases	<ul style="list-style-type: none"><li>• Establish Pandemic Influenza Planning Team</li><li>• Begin Business Continuity Planning<ul style="list-style-type: none"><li>○ Operations Assessment</li><li>○ Essential Job Functions</li><li>○ Policy and Procedures</li></ul></li><li>• Develop Staff and Employee Communication Plan</li><li>• Practice Infection Control</li></ul>
2	Higher risk of human cases	
3	No, or very limited, human-to-human transmission	
4	Evidence of increased human-to-human transmission	
5	Evidence of significant human-to-human transmission	
6	Efficient and sustained human-to-human transmission	
Recovery	Pandemic peak and post pandemic recovery and preparation for possible subsequent waves	

## 2.1 AUTHORITY & PROTOCOLS

### 2.1.1

#### **Internal pandemic influenza continuity planning team**

Identify a business continuity plan coordinator and/or team with defined roles and responsibilities for preparing the plan. Review existing emergency plans. See *Worksheet 1: Pandemic Influenza Planning Team*

#### **Tip**

A pandemic can affect many areas of your organization. Consider including leaders from various sectors like health and safety, security, communications, human resource to be part of your planning team. You may need to get input from others as well including employees, legal and labor representatives, customers/clients, and vendors.

### 2.1.2

#### **Internal Authority**

Set up authorities for activating and terminating the response plan, leadership succession, altering operations, communicating with internal and external groups, and other planning, response, and recovery activities. See *Worksheet 2: Authority and Procedures*

#### **Consider**

Which individuals in your organization are authorized to make decisions to divert employees to essential services when absence rates threaten business continuity? Who can step in if key personnel are absent for lengthy periods?

### 2.1.3

#### **Procedures**

Set up triggers and procedures for activating and terminating the response plan, altering operations, and other planning, response, and recovery activities. See *Worksheet 2: Authority and Protocols*

### 2.1.4

#### **Administration and logistics**

Set up a mechanism to maintain complete and accurate records to ensure a more efficient emergency response and recovery.

### 2.1.5

#### **Task force**

Work with similar organizations, partners, and vendors in planning to leverage skills and experience.

### 2.1.6

#### **Test the plan**

Test the plan with key participants using a pandemic scenario and measurable objectives to ensure that the plan is effective and realistic. Make adjustments to the plan.

#### **Tip**

Several types of tests, including a tabletop exercise or simulation exercise, can be conducted to find strengths and flaws in your plan.

## 2. Prepare: Phase 1, 2, 3

### WORKSHEET 1: PANDEMIC INFLUENZA PLANNING TEAM,

The pandemic influenza planning team responsible for developing the business continuity plan is:

Role	Name	E-mail	Phone #	Emergency #
<b>Business Continuity Plan Coordinator</b>				
<b>Information Coordinator</b>				
<b>Technical Processes</b>				
<b>Human Resources</b>				
<b>Financial Information</b>				
<b>Legal Responsibilities</b>				
<b>Data Security</b>				
<b>Building Security</b>				
<b>Health and Safety Officer</b>				
<b>OCHCA Representative</b>				

<b>Regular Meeting Times:</b>	
<b>Plan Completion Date:</b>	
<b>Plan Exercise Date:</b>	



## WORKSHEET 2: AUTHORITY & PROTOCOLS

The following sections outline the authority and procedures for activating and implementing the Pandemic Influenza Business Continuity Plan:

### Tip

Your organization may already have this information as part of their overall emergency response plan.

## LEADERSHIP SUCCESSION

During an influenza pandemic the following persons will manage the response and activation of the pandemic plan based on the order of succession shown below:

Leadership	Position Title	Name
1. Primary	<hr/>	<hr/>
2. Backup	<hr/>	<hr/>
3. Backup	<hr/>	<hr/>
4. Backup	<hr/>	<hr/>
5. Backup	<hr/>	<hr/>
6. Backup	<hr/>	<hr/>

If a designated individual is unavailable, authority will pass to the next individual on the list. “Unavailable” is defined as:

- The designated person is incapable of carrying out the assigned duties by reason of death, disability, or distance from/response time to the facility.
- The designated person is unable to be contacted within [#] minutes.
- The designated person has already been assigned to other emergency activities.

The designated individual retains all assigned obligations, duties, and responsibilities until officially relieved by an individual higher on the list.

## 2. Prepare: Phase 1, 2, 3

### DELEGATION OF AUTHORITY

Ensure that all designated backup personnel are trained and have been delegated appropriate authority to carry out the assigned tasks. The backup will perform:

- All operational tasks normally performed by the person they are replacing.
- Expenditure approval consistent with established organizational procedure.
- Personnel task and work assignments.
- Policy level authority and decision making

### PLAN ACTIVATION

The Orange County Health Care Agency will provide updates on the website [www.ocalthinfo.com](http://www.ocalthinfo.com) on the status of the pandemic influenza strain both internationally and locally. Updates on the spread of the virus in Orange County (e.g. local cases, clusters of cases (confirmed, probable and suspect), and widespread infection) will be made regularly.

Internal sections and employees will be notified of the activation of a stage in the Pandemic Flu Business Continuity Plan. Notification will occur through the mechanisms outlined in Worksheet 8, Information Dissemination Plan.

[Insert additional protocols]

## 2.2 OPERATIONS ASSESSMENT

### 2.2.1

#### **Assess essential operations**

Identify essential services and operations required to maintain them. See *Worksheet 3: Essential Operations*

#### **Tip**

Remember to incorporate the needs of special populations (those with disabilities or special needs) into your preparedness plan.

### 2.2.2

#### **Assess critical inputs**

Identify critical inputs (e.g. raw materials, suppliers, sub-contractor services/products, and logistics) required to maintain business operations and review existing inventory. See *Worksheet 7: Product and Service Vendors*.

#### **Consider**

What inputs are used on a daily or monthly basis?  
How might shortages of supplies affect operations?  
Consider shortages of nationally and internationally produced goods.

### 2.2.3

#### **Assess demand changes**

Assess changes in customer/client demand (increases and decreases) for services/products that may occur during a pandemic. See *Worksheet 3: Essential Operations*

#### **Consider**

Behavior may change during a pandemic- people may limit their activities and choose to avoid gatherings, they may be fearful, or may be opportunistic. Your business should be prepared to meet these needs (e.g. provide services that can be accessed from home, service at off peak hours, increased security).

### 2.2.4

#### **Alternative services**

Identify alternative ways for customers/clients to access the products and services (e.g. expand online and self service options). See *Worksheet 3: Essential Operations*

#### **Consider**

Can your organization alter routine practices to address the needs of customers/clients during a pandemic? You may want to extend business hours to accommodate customers/clients wanting service at off peak hours or arrange for services to be provided via phone, internet, fax, or mail to minimize the time people are in contact with others.

### 2.2.5

#### **Assess security needs**

Identify security needs that will be required for safeguarding personnel, supplies, or buildings during a pandemic.

### 2.2.6

#### **Assess financial process**

Identify ways to expedite purchases that may be necessary and unforeseen during each stage.  
Identify special funding authorities that will apply.

## 2. Prepare: Phase 1, 2, 3

## WORKSHEET 3: ESSENTIAL OPERATIONS

The information below details your organization's: 1) routine operations; 2) essential operations; 3) services that may be in high and low demand; and 4) regulatory requirements.

The attached forms provide additional detail on each of your organization's operations. [Copy and attach additional forms as needed]

## ROUTINE OPERATIONS

The operations carried out by the your organization on a routine basis include:

Unit	Operation
[Add additional lines as needed]	

## ESSENTIAL OPERATIONS

The following operations are deemed essential for your organization to maintain mission-critical operations and services at 20%, 30%, and 40% absenteeism:

[illegible]

The following operations can be suspended temporarily without causing immediate or irreparable damage to your organization:

Unit	Operation	Can be suspended for the following time period:

## CUSTOMER/CLIENT DEMAND CHANGES

### Tip

Determine how the needs of your customers may change and plan to deliver on those needs. If some of the products or services you normally provide would be in low demand, find ways to re-deploy assets normally dedicated to providing those to areas that experience increased demand.

The following services/operations may be in high demand during a pandemic:

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The following services/operations may be in low demand during a pandemic:

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## REGULATORY REQUIREMENTS

The following regulatory requirements may be difficult to fulfill during a pandemic:

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## 2. Prepare: Phase 1, 2, 3

[Use the attached form to assess each operation carried out by the organization and attach to Worksheet 3]

### ROUTINE AND ESSENTIAL OPERATIONS

1. Daily operation: \_\_\_\_\_

2. Unit responsible for operation: \_\_\_\_\_

3. Description of operation: \_\_\_\_\_

4. Purpose of operation:

☐ Customer/client Service

☐ Internal Service (e.g. administrative, financial)

☐ Partner Service

☐ Other \_\_\_\_\_

5. Number of staff required to perform operation on a routine basis:

Required Staff	
Number	Job Level

6. Supplies required to perform operation:

\_\_\_\_\_  
\_\_\_\_\_

\* Detailed information attached in Worksheet 7, Product and Service Vendors

7. Is this an essential operation if workforce absenteeism equals:

☐ 20% \_\_\_\_\_

☐ 30% \_\_\_\_\_

☐ 40% \_\_\_\_\_

8. Changes in demand that may occur during a pandemic:

\_\_\_\_\_  
\_\_\_\_\_

9. Strategy for scaling back operation:

\_\_\_\_\_  
\_\_\_\_\_

10. Alternative ways to provide services that limit human-to-human contact:

\_\_\_\_\_  
\_\_\_\_\_



## 2.3 JOB FUNCTIONS

### 2.3.1

#### Essential job functions

Identify essential job functions required to maintain operations during a pandemic if absenteeism equals 20-40%. This list should be updated quarterly. Clearly document job actions (e.g. job action sheets). See *Worksheet 4: Essential Job Functions*

#### Consider

What are critical staff numbers and skills required to keep essential sectors of the organization running– at what level do certain operations stop? What changes in staff will be needed for expanded or diminished demand of services? Do certain systems rely on periodic physical intervention by key individuals to keep them going?

### 2.3.2

#### Primary and alternate staff

Assess skill needs and identify core and alternate staff to fill essential positions if absenteeism equals 20-40%. Ensure that contact information, including after hours and emergency numbers, is updated quarterly. See *Worksheet 4: Essential Job Functions*

#### Consider

What other human resources (e.g. volunteers, retirees) could be drawn on if there is a high level of absenteeism?

### 2.3.3

#### Telecommuting

Identify which job functions could be done remotely during a pandemic. Enable employees and their alternates to work from home with appropriate

security and network applications. Ask designated employees to practice telecommuting to confirm operability.

### 2.3.4

#### Training

Train employees how they will be expected to carry out the continuity plan. Cross-train employees so that they can fill essential job functions if needed.

#### Consider

- Make sure that the plan and other key operating and emergency management information is stored in known, accessible, and shared locations.
- Hold an exercise to ensure that key staff understand how implementation will occur.

## 2.4 PANDEMIC POLICIES

### 2.4.1

#### Employee leave

Work with your human resources staff regarding emergency personnel policies that allow for employee compensation during absences due to factors such as personal illness, family member illness, trauma, isolation, quarantine, and/or public transportation closures. See *Worksheet 5: Pandemic Influenza Policies*

#### Consider

How will you deal with employees who have used all their vacation and sick leave? What policies will encourage the sick to stay home? How will you respond to employees who are too afraid to come to work? See *Worksheet 5: Pandemic Influenza Policies* for brainstorming questions.

## 2. Prepare: Phase 1, 2, 3

### WORKSHEET 4: ESSENTIAL JOB FUNCTIONS

#### ESSENTIAL POSITIONS

The table below details the positions or job levels found at your organization, number of individuals employed with this job level, the essential operations that rely on employees with these skills, and number of employees with this job level required to maintain essential services. [Attach clear instructions for performing essential operations (e.g. job action sheets)]

Position Type/ Job Levels	# of employees with this level	Essential operation(s) that require this level	# of employees required to maintain essential services

[Insert additional rows as needed]

#### JOB ACTION SHEETS

Job action sheets with clear instructions on how to perform essential job functions should be attached to Worksheet 4.

#### CROSS TRAINING

Cross training of workers for essential job functions will take place on [insert dates] and be coordinated through [enter unit name].

Date	Topic	Coordinator

## 2.4.2

### Flexible work

Work with your human resources staff regarding emergency policies that allow for flexible worksite (e.g. telecommuting) and flexible work hours (e.g. staggered shifts, extended shifts). See *Worksheet 5: Pandemic Influenza Policies*.

## 2.4.3

### Health care

Work with your human resources staff regarding employee access to healthcare services during a pandemic, and improve services as needed. Identify availability of internal medical and mental health consultation for emergency response. See *Worksheet 5: Pandemic Influenza Policies*.

## 2.4.4

### Management of ill employees

Develop a policy on the management of employees who become ill. See *Worksheet 6: Management of Ill Employees*.

## 2.4.5

### Travel policies

Prepare travel policies for possible travel restrictions. See *Worksheet 5: Pandemic Influenza Policies*.

## 2.5 PRODUCT AND SERVICE VENDORS

### 2.5.1

#### Critical vendors

Identify vendors of critical products and services (e.g. raw materials, suppliers, sub-contractor services/products, and logistics) required to maintain essential operations and reassess regularly to maintain accuracy. Attach contact information in *Worksheet 7: Product and Service Vendors*.

### Tip

Have your organization's supplier and service vendors contact information in one place so that any employee can initiate communication if necessary.

### 2.5.2

#### Stockpile critical supplies

Supplement existing inventory with sufficient critical supplies to keep essential services functioning for 7 days or more.

### 2.5.3

#### Vendor continuity

Discuss with product and service vendors their plan for ongoing services and/or shipments in the event of absences, shortages, or disruptions in transportation systems.

### Tip

Suppliers may also be experiencing staff shortages. This may cause disruptions in transportation systems (e.g. truck, train, aircraft), decreases in production, or inability of suppliers to meet demands.

### 2.5.4

#### Alternate vendors

Identify other businesses or organizations that can provide essential services and supplies if your regular vendor can not. Include their contact information in *Worksheet 7: Product and Service Vendors*.

### Tip

Look for geographic dispersion of vendors as some regions may be experiencing waves of illness at different times.

## 2. Prepare: Phase 1, 2, 3

### WORKSHEET 5: PANDEMIC INFLUENZA POLICIES

The following policies will be activated as part of the Pandemic Influenza Business Continuity Plan:

#### Tip

Use the attached brainstorming questions to help develop comprehensive pandemic flu policies.

#### 1. Employee Leave

[Insert policy. Include protocol and authority for activating.]

#### 2. Flexible Work

[Insert policy. Include protocol and authority for activating.]

#### 3. Health Care

[Insert policy. Include protocol and authority for activating.]

#### 4. Travel Policies

[Insert policy. Include protocol and authority for activating.]

[Use the brainstorming questions below to help develop pandemic flu policies.]

## Brainstorming Questions for Developing Pandemic Flu Policies

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### Employees Who Become Ill

1. The Orange County Health Care Agency may issue guidance that during a pandemic, employees with flu-like symptoms stay home from work. For organizations following this guidance:
  - Will a doctor's note be required? What if that is not feasible?
  - Will employees be required to take sick or vacation days?
  - What if employees have used up all their sick and vacation days?
  - Will sick employees who are required to stay home be compensated if they do not have any sick or vacation time? Will schools be dismissed?
2. Will there be a special policy on returning to work after illness with an influenza-like illness? The health department may recommend that individuals with flu-like symptoms stay in home isolation for a certain number of days (e.g. 10 days) until they are better and no longer infectious.
  - Some employees may try to hide their symptoms because they do not want to use personal leave or take a leave of absence. How will you encourage people with symptoms to stay home?
  - Some employees may feel well enough to work before the isolation period is over and may not want to use their personal leave, may not have any personal leave, and/or may be concerned about loss of wages.
3. What will be the protocol for employees who become ill at work? (Example provided in Worksheet 6)
4. If an employee believes he/she was infected while on the job, is Workers' Compensation available? Can papers be processed if it is not possible to get a doctor's note?

### Employees Who are Quarantined

1. If employees are quarantined by the authorities will they be required to use sick or vacation time during the period they are asked to stay home?
  - What if they do not have any sick or vacation days?
  - Will employees who are quarantined be compensated if they do not have any sick or vacation time?
2. Are there any provisions for employees to work while staying at home (without using personal leave) when they are in quarantine? Or when they are recovering from illness?

### Employees Who Do Not Report to Work

1. How will you deal with employees who stay home to care for ill family members?
  - Will they be required to take vacation or sick leave?
  - What if they have used up all their vacation and sick leave?
  - Will healthy employees who choose to stay home to care for someone be compensated if they do not have any personal leave time?

## 2. Prepare: Phase 1, 2, 3

### Brainstorming Questions for Developing Pandemic Flu Policies

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2. If public or private schools, adult day care centers, etc., are closed and employees must stay home to care for family members will they be asked to use personal leave time?
  - What if they have none? Will they be compensated? Will they be dismissed?
3. How will you respond to employees who are too afraid to come to work because they think a co-worker or a client will infect them?
  - Will healthy employees who choose to stay home due to safety concerns be compensated if they do not have any sick or vacation time? Will schools be dismissed?
4. What if an employee believes they have not been given the proper personal protective equipment (e.g. gloves, masks) to keep them from becoming infected and refuses to come to work?
5. What if the stockpile of personal protective equipment runs out? How will you cope with employees who do not want to work without it?

#### **Flexible work**

1. Are there policies that allow for flexible worksites (e.g. telecommuting) and flexible work hours (e.g. staggered shifts, extended shifts)?
2. Is there a policy on how “non-essential workers” can be re-assigned for other “essential” duties in other departments?
3. Will policies for “essential workers” differ from those for “non-essential workers”?
4. Will individuals who are more at risk (e.g. immunocompromised) for severe illness or death from the flu have special assignments in non-direct contact areas that are different from workers who are not considered high risk groups?

#### **Health care at work**

1. Will workers have access to medical and mental health services?



## WORKSHEET 6: MANAGEMENT OF ILL EMPLOYEES

### RESTRICT WORKPLACE ENTRY OF PEOPLE WITH INFLUENZA SYMPTOMS

During an influenza pandemic an effective way to limit the spread of disease is to ask infected individuals to remain home. During the Response stage the [Organization] will:

1. Notify employees they should not come to work if they are unwell, particularly if they are exhibiting any influenza symptoms.
2. Post notices at all workplace/facility entry points advising staff and visitors not to enter if they have influenza symptoms.
3. Advise employees to call the Organization's health and safety staff if they become ill at home or work (provide a designated phone number for reporting illness).
4. Provide health and safety staff with protocol for employees who become ill (attached).
5. Provide OCHCA Pandemic Home Health Care Guide
6. Ensure that ill employees have completed the required isolation period (guidance to be provided by the Orange County Health Care Agency) and are no longer infectious before allowing them to return to work. Note that staff who have recovered from pandemic influenza are less likely to be re-infected and should be encouraged to return to work.

### PROTOCOL FOR EMPLOYEES WHO BECOME ILL

- Draft -

Advise employees that if a person feels ill, or if someone observes that another person is exhibiting symptoms of influenza at work, they are to contact their manager or other designated person. Telephone communications are preferable.

Duties of health and safety staff:

1. Speak with the individual by phone.
2. Check if the employee has any influenza symptoms (the Orange County Health Care Agency will provide a list of symptoms).
  - If the employee does not have any symptoms they are unlikely to have influenza and should be reassured and advised to call again later or to call their doctor if they are still concerned.
  - If the employee has influenza symptoms they should be treated as a "suspect influenza case."
3. Complete a Suspect Influenza Case Form (attached).
4. If the employee is at work provide him/her with a surgical mask and instruct them to put the mask on immediately. (This is to help protect other staff.).
  - Instruct employee to leave work. If possible, public transportation should be avoided. If public transportation is unavoidable, instruct the employee to keep the mask on and cough or sneeze into a tissue while traveling.

## 2. Prepare: Phase 1, 2, 3

5. Advise the employee to contact a health professional. This may prove to be difficult in a pandemic, so may involve phoning the person's normal doctor or a specially designated center to seek advice.
6. Advise the employee on how long to stay away from work (Orange County Health Care Agency will provide guidance) and to stay home (isolation).
7. Have the employee's work station cleaned and disinfected as indicated in Worksheet 10: Workplace Cleaning.
8. Early in the pandemic, the Orange County Health Care Agency may ask employers to 1) identify contacts (once an employee is suspected to be infected); 2) advise contacts that they have been in contact with a person suspected of having influenza; and/or 3) ask contacts to go home, and stay home until advised otherwise (quarantine).
9. Advise supervisor and human resources of employee absence and need for coverage.
10. Check on the employee during his/her absence from work.
11. Encourage employees to return to work once they have recovered and are past the infectious period.

### SUSPECT INFLUENZA CASE FORM FOR MANAGEMENT OF STAFF WHO BECOME ILL AT WORK

*Details of affected employee*

<b>Name:</b>	<b>Date:</b>	<input type="checkbox"/> Visitor <input type="checkbox"/> Employee	<b>Date of Birth:</b>
<b>Job Title:</b>	<b>Worksite:</b>	<b>Location of Isolation:</b>	
<b>Address:</b>			
<b>Telephone No:</b> _____ (Work) _____ (Home) _____ (Other)			
<b>Symptoms Noticed:</b>			
<input type="checkbox"/> Fever		<input type="checkbox"/> Headache	
<input type="checkbox"/> Dry Cough		<input type="checkbox"/> Cold	
<input type="checkbox"/> Body Aches		<input type="checkbox"/> Fatigue	
<input type="checkbox"/> Other: _____		<b>Time of fever onset:</b> _____	
		<b>Time of isolation:</b> _____	
		<b>Date expected to return to work:</b> _____	
<small>* List of symptoms and recommendations for isolation will be updated by the Orange County Health Care Agency (<a href="http://www.ochealthinfo.com/epi">www.ochealthinfo.com/epi</a>) as information becomes available following the emergence of a pandemic influenza virus strain.</small>			
<b>Where Referred:</b>			
<b>Notes:</b>			

*Details of Reporter*

<b>Name:</b>	<b>Job Title:</b>
<b>Telephone No:</b> _____ (Work) _____ (Home) _____ (Other)	

## WORKSHEET 7: PRODUCT & SERVICE VENDORS

Your organization may rely on a variety of products and services to maintain operations. Contact information for each of [Organization's] product and service vendors, and their alternates, is attached. The table, Routine and Essential Products and Services Utilized by your organization, details the products and services required to perform routine and essential operations.

### Tip

Vendors may also be experiencing employee absences and product shortages. Think of the services and products that are received on a daily, weekly, and monthly basis. Remember to include maintenance contractors (e.g. copy machine), fuel companies, etc.

### PRODUCT/SERVICE VENDOR

**Company name:** \_\_\_\_\_  
**Address:** \_\_\_\_\_  
**Telephone:** \_\_\_\_\_  
**Fax:** \_\_\_\_\_  
**E-mail:** \_\_\_\_\_  
**Primary contact name:** \_\_\_\_\_  
**Alternate contact:** \_\_\_\_\_  
**Account/contract:** \_\_\_\_\_  
**Materials provided:** \_\_\_\_\_  
**Frequency of delivery:** \_\_\_\_\_  
**Notes:** \_\_\_\_\_

If this company is unable to provide materials/services they can be obtained from the following organization(s):

**Company name:** \_\_\_\_\_  
**Address:** \_\_\_\_\_  
**Telephone:** \_\_\_\_\_  
**Fax:** \_\_\_\_\_  
**E-mail:** \_\_\_\_\_  
**Primary contact name:** \_\_\_\_\_  
**Alternate contact:** \_\_\_\_\_  
**Notes:** \_\_\_\_\_

**ROUTINE AND ESSENTIAL PRODUCTS AND SERVICES UTILIZED BY [ORGANIZATION]**

[Copy and attach additional forms as needed]

## 2.6 EMPLOYEE COMMUNICATION

### 2.6.1

#### Information dissemination system

Establish a communication plan (with redundancy) for providing information to staff. Identify how urgent communications (e.g. work schedules) will be relayed as well as less timely information. See *Worksheet 8: Information Dissemination Plan*.

### 2.6.2

#### Communication systems

Ensure that communication systems (e.g. teleconferencing abilities, telecommuting, facsimile services, laptops, radios) are operational, interoperable with other systems, secure, and robust enough to handle increased and constant use. Build in layers of redundancy so that if failure occurs other systems can take over. Test systems regularly.

#### Tip

Face-to-face communication may not be desirable at certain pandemic stages and exclusive use of communication systems may be advised. Without the ability to communicate with stakeholders, partners, and employees, coordination could become impossible.

### 2.6.3

#### Ongoing communication plan

Develop a plan to provide regular updates to employees throughout a pandemic. Include mechanisms for developing and finalizing communications and authorizing dissemination. Plan to use multiple dissemination techniques to better ensure that employees hear the message. See *Worksheet 8: Information Dissemination Plan*

#### Tip

There may be a high level of fear, anxiety, rumors, and misinformation regarding a pandemic. Regularly sharing information is one way to reduce staff distress. Always ensure that communications are culturally and linguistically appropriate.

### 2.6.4

#### Phase 1-3 Communication

Communicate to employees 1) general pandemic influenza information; 2) disaster service worker obligations (if applicable); 3) components of the organization's pandemic influenza plan; 4) how to develop a personal/family emergency plan; and 5) infection control steps to take to protect the health and safety of employees should a pandemic occur (see *Worksheet 9: Infection Control*). See *Worksheet 8: Information Dissemination Plan* to distribute information.

#### Tools

English, Chinese, Vietnamese and Spanish and pandemic influenza fact sheets and other materials are available at the U.S. Department of Health and Human Services website [www.pandemicflu.gov](http://www.pandemicflu.gov). These can be shared with employees. As more is known about the virus, updated materials will be posted on the HCA pandemic flu website.

## 2. Prepare: Phase 1, 2, 3

### WORKSHEET 8: INFORMATION DISSEMINATION PLAN

Throughout the prepare, respond and recovery stages, [Organization] will need to provide accurate and up-to-date information to key audiences. The information dissemination plan describes who will develop and authorize content, audiences, messages, and the information dissemination strategy.

### RESPONSIBILITY AND AUTHORITY

#### Content Development

The following individuals and alternates will be responsible for creating and/or coordinating the development of content for communicating with employees, customers/clients, the general public, suppliers and service vendors, and partners.

Name	Job Classification	Section/Unit	Contact Information	Primary/Alternate

#### Approves Content

The following individuals and alternates will be responsible for authorizing the content and information dissemination strategy.

Name	Job Classification	Section/Unit	Contact Information	Primary/Alternate

### AUDIENCES

[Organization] will be responsible for providing information to the following audiences:

- **Employees.** Senior managers, administrative staff, field staff
- **Product and service vendors.** See Worksheet 7 for product and service vendors.
- **Customers/clients.** Special needs groups.
- [Insert additional audiences, e.g., **general public** as appropriate]

See attached table: Modes for Communicating Pandemic Influenza to Primary Audiences.

### COMMUNICATION MESSAGES

Your organization will provide ongoing information and guidance to the above audiences—employees, customers/clients/general public, and product and service vendors—throughout each stage. Important communication messages include:

### Phase 1-3 (Prepare Stage)

- General avian/pandemic influenza information
- Components of [Organization's] Pandemic Influenza Business Continuity Plan
- Infection control preparations taken by [Organization]
- How to develop a personal/family disaster kit
- Where to get information during an emergency (e.g. website, telephone information line)

### Phase 4-6 (Respond Stage)

- Activation of Stage 4-6
- Updates on the status of the pandemic
- Policy changes
- Infection measures to be utilized at work
- Illness reporting
- Job reassignments
- Vendor product/supply needs
- Services available to the public

### Recovery Stage (Post peak and Post pandemic phases)

- Updates on the status of the pandemic
- Job reassignments
- Policy changes

## MODES OF DISSEMINATION

Information will be disseminated to audiences throughout each stage using the modes of communication described below. Multiple strategies will be used to create redundancy and ensure that intended recipients receive messages.

- **Telephone Systems.** Internal agency information line [insert telephone number], external public information line, mass voice mail message, call center/phone bank, call-down tree
- **Electronic Systems\*.** Mass e-mail message, website posting [insert web address], intranet posting, on-line chat
- **Hard copy\*.** Mailing, interoffice mail, mass faxes, notice board postings, pay check mailing
- **In person.** Meeting, presentation, training
- **Media- TV, Radio, Newspaper.** Press releases, press conferences

\* Information may be packaged in the form of letters, memos, fact sheets, brochures, newsletters, etc.

See attached:

1. Table: Modes for Communicating Pandemic Influenza to Primary Audiences.
2. Personnel roster with after hours and emergency contact information. [Attach information to Worksheet 8]
3. Instructions for operating modes of communication (e.g. information telephone line, web postings) with key contacts and required access numbers. [Attach information to Worksheet 8]

## 2. Prepare: Phase 1, 2, 3

[Modify table as appropriate.]

### MODES FOR COMMUNICATING PANDEMIC INFLUENZA INFORMATION TO PRIMARY AUDIENCES

Mode of Dissemination	Audience				Good for urgent communication	Strength/Weaknesses
	Employees	Partners	Customers Clients	Vendors		
Telephone System						
Internal Organization Emergency Information Line	✓				Yes	A voice message can be pre-recorded and updated off site. Access to the voice message can be controlled by using a PIN provided to all employees. (Good for relaying instructions on reporting to work.)
External Information Line	✓	✓	✓	✓	Yes	
Mass Voice Mail Message	✓				Maybe	Some employees may not have a designated work phone with voice mail.
Call center/phone bank	✓	✓	✓	✓	Yes	Some individuals may prefer speaking to a live person vs. a recorded message.
Call-down tree	✓				Yes	A call-down tree can be used for relaying simple and short information by phone. Each person is designated to call another once they have received the message.
Electronic						
Mass E-mail Message*	✓				No	Some employees may not have a designated e-mail address or be able to access e-mail at home.
Website Posting*	✓	✓	✓	✓	Maybe	Not all people will have access to a computer.
Intranet Posting*	✓				No	Not all employees will have access to a computer.
On-line Chat			✓			Not all people will have access to a computer.
Hard Copy						
Mailing*	✓	✓	✓	✓	No	Delivery may take a few days. May be costly.
Interoffice Mail*	✓					Not all employees will have a mail box for receiving interoffice mail.
Mass Faxes*		✓		✓	Yes	Database with fax numbers and mass fax system required.
Notice Board Posting*	✓		✓		Maybe	
Pay Check Mailing*	✓				No	All employees will receive information.
In Person						
Meeting/Presentation	✓	✓	✓	✓	Maybe	During some stages it may not be advisable to hold gatherings.
Training	✓				No	May take time to coordinate.
Media- TV, Radio, Newspapers						
Press Release*	✓	✓	✓	✓	Yes	
Press Conference	✓	✓	✓	✓	Yes	

\* Examples of informational content include letters, memos, fact sheets, brochures, and newsletters.



## 2.7 INFECTION CONTROL & PREVENTION

### 2.7.1

#### **Respiratory etiquette and hand hygiene**

Provide employees with informational materials detailing strategies for stopping the spread of disease (e.g. respiratory etiquette, hand hygiene). Maintain a supply of infection control products (e.g. tissues, liquid (not bar) soap, masks, paper towels, hand sanitizers), depending on plans for business operations during a pandemic. Assure adequate trash receptacles and handwashing facilities are available.

#### **Tip**

- Hold a training on recognizing flu symptoms, hygiene measures, what to do if you think you are sick, and how to keep your family healthy.
- Print out free Cover your Cough/ Hand-Hygiene posters for use around the workplace (available at [www.cdc.gov/germstopper/materials.htm](http://www.cdc.gov/germstopper/materials.htm)).

### 2.7.2

#### **Social distancing**

Identify ways to modify the frequency and type of face-to-face contact (e.g. telecommuting, teleconferencing, no hand-shaking, limiting shared workstations) among employees and between employees and customers/clients. Practice these measures.

### 2.7.3

#### **Personal protective equipment (PPE)**

Identify personal protective equipment needs (e.g. hand-hygiene products, masks) and procure necessary items. Amount of supply would depend on type of business and plans for business operations during a pandemic.

### 2.7.4

#### **Workplace cleaning**

Develop a protocol for cleaning work areas (standard

cleaning and if someone becomes ill at the worksite) and stockpile necessary supplies. *Worksheet 9: Infection Control*

## 2.8 CUSTOMER/CLIENT COMMUNICATION

### 2.8.1

#### **Customer/client information dissemination plan**

Establish a plan for communicating with customers/clients (and the general public, if applicable). Identify modalities that will be used to disseminate information (e.g. website, press releases, brochures). Include responsibility for developing and finalizing communications and authorizing dissemination. *Worksheet 8: Information Dissemination Plan*

### 2.8.2

#### **Customer/client Phase 1-3 (Prepare) communication**

Inform customers/clients of the your organization's Pandemic Business Continuity Plan and how regular service may change during a pandemic.

#### **Tip**

Help customers/clients to minimize the impact of a pandemic influenza on their businesses and daily activities by letting them know what services may not be available during a pandemic.

### 2.8.3

#### **Community**

Communicate with local organizations (e.g. Orange County Health Care Agency, Red Cross, and community organizations) about collaborating during an influenza pandemic.

Share best practices with other organizations, associations, and businesses in your community to improve community response efforts.

## 2. Prepare: Phase 1, 2, 3

### WORKSHEET 9: INFECTION CONTROL

Safeguarding the health of employees, customers, vendors, and the public during an influenza pandemic is a key objective for your organization. A variety of infection control measures, including heightened hygiene practices, social distancing, and infection control equipment may be utilized to slow the spread of disease.

#### HYGIENE

Employees will be educated and reminded of hygiene measures that help to limit the spread of disease. These include:

- Use respiratory etiquette (e.g. covering cough or sneeze with a tissue or cloth followed by hand hygiene).
- Properly clean hands with liquid soap and water or hand sanitizer regularly.
- Avoid direct skin-to-skin contact with others, such as shaking hands. Substitute hand shaking with alternatives like waving, smiling, nodding, and bowing.
- Keep work areas and home clean and disinfected.
- Stay home when ill and do not send ill children to school or day care.
- [Add additional hygiene messages as appropriate.]

The following hygiene measures will be taken to reduce the spread of disease:

- Hand washing instructions will be posted in shared washrooms.
- Cover Your Cough reminders (available at [www.cdc.gov/flu/protect/covercough.htm](http://www.cdc.gov/flu/protect/covercough.htm)) will be posted in waiting rooms and common areas.
- Magazines/papers will be removed from waiting rooms and common areas.
- Hand sanitizer will be available in waiting rooms and common areas.
- Tissues and trash cans will be available in waiting rooms and common areas.
- [Add additional measures as appropriate.]

#### SOCIAL DISTANCING

Your organization has the ability to utilize the following social distancing strategies to reduce close contact among individuals:

**Telecommuting.** The number of employees who have the technological capability to telecommute from home and can adequately perform their primary functions from home is [insert number].

**Teleconferences.** Teleconferences can be held within the following units: [insert unit names]. Teleconferences can not be held within the following units: [insert unit names].

**Staggered work shifts.** The number of employees who do not need to perform their work during the same time of the day and can be spread out in the 24 hours period are [insert number]. The number of employees who can work an extended number of hours in fewer days are [insert number].

**Face-to-face barriers.** The number of employees who have regular face-to-face contact with the public that can provide services behind a barrier, by telephone, etc. is [insert number]. Services that can be re-organized to be provided to the public without face-to-face contact are [insert number and type of service]. Systems that can be put in place to minimize direct face-to-face contact with the public are [insert systems].

Other infection control strategies can be used to reduce the spread of disease between employees who must have face-to-face contact with others.

## INFECTION CONTROL SUPPLIES

Increased use of infection control supplies may be advisable during an influenza pandemic. The following infection control supplies are regularly available and may be needed by employees during a pandemic.

Supplies	No. of Employees with Access	No. of employees who may need access during a pandemic
Liquid soap within bathrooms		
Liquid soap within kitchen areas		
Hand sanitizer (min. 60% alcohol content)		
Paper towels		
Tissues		
Garbage bags and trash cans		
Office cleaning supplies (details below)		
Personal protective equipment		
- Gloves		
- Surgical Masks		

## WORKPLACE CLEANING

During a pandemic, thorough workplace cleaning measures will be required to minimize the transmission of influenza virus through hard surfaces (e.g. door knobs, sinks, handles, railings, objects, and counters). The influenza viruses may live up to two days on such surfaces.

When a person with suspected influenza is identified and has left the workplace, it is important that their work area, along with any other known places they have been, are thoroughly cleaned and disinfected. Cleaning is the removal of visible dirt or soil. It is usually accomplished by physical scrubbing using detergent and water. To disinfect after cleaning, use any of the disinfectants listed in the table below and follow the manufacturer's recommendations.

Influenza viruses are inactivated by many EPA-approved disinfectants, including alcohol and chlorine. Surfaces that are frequently touched with hands should be cleaned and disinfected often, preferably daily. Clean the surface to remove dirt and soil with a cleaning agent, then disinfect following manufacturers' recommendations (see table below). The person cleaning and disinfecting should wear a mask and gloves and should discard them afterwards. Hands must be washed or sanitized at the completion of the procedure.

## 2. Prepare: Phase 1, 2, 3

### RECOMMENDED WORKPLACE DISINFECTANTS

Disinfectants	Recommended Use	Precautions
<b>Sodium Hypochlorite (Household bleach)</b>  ¼ cup bleach in 1 gallon cool water.	<ul style="list-style-type: none"><li>Disinfection</li></ul>	<ul style="list-style-type: none"><li>Should be used in well-ventilated areas.</li><li>Utilize gloves while handling and using bleach solution.</li><li>Do not mix with strong acids to avoid re-release of chlorine gas.</li><li>Corrosive to metals and certain materials.</li></ul>
<b>Alcohol</b>  (e.g. Isopropyl 70%, ethyl alcohol 60%)	<ul style="list-style-type: none"><li>Disinfection</li><li>Smooth metal surfaces, tabletops and other surfaces on which bleach cannot be used.</li></ul>	<ul style="list-style-type: none"><li>Flammable and toxic. To be used in well-ventilated areas. Avoid inhalation.</li><li>Keep away from heat sources, electrical equipment, flames, and hot surfaces.</li><li>Allow it to dry completely.</li></ul>
<b>EPA-Approved Product</b>  (see product container for instructions)	<ul style="list-style-type: none"><li>Follow directions on label</li></ul>	<ul style="list-style-type: none"><li>Follow precautions on label.</li></ul>



### 3. RESPOND: PHASE 4, 5, 6

FEW LOCAL CASES, CLUSTERS OF CASES,  
WIDESPREAD INFECTION

WHO PANDEMIC PHASE	TRANSMISSION	KEY ACTIVITIES
1	Low risk of human cases	
2	Higher risk of human cases	
3	No, or very limited, human-to-human transmission	
4	Evidence of increased human-to-human transmission	<ul style="list-style-type: none"><li>• Implement Continuity Business Plan</li><li>• Implement Communication Plan</li><li>• Implement Infection Control</li><li>• Monitor Health Alerts</li><li>• Monitor Policy Decisions and Guidelines issues</li></ul>
5	Evidence of significant human-to-human transmission	
6	Efficient and sustained human-to-human transmission	
Recovery	Pandemic peak and post pandemic recovery and preparation for possible subsequent waves	

## 3.1 ACTIVATION AND COMMAND

### 3.1.1

#### **Activate Phase 4-6 (Respond Stage)**

Follow protocol for activating Response stage. Alert pandemic leaders and staff of change in pandemic status and activation of the next phase of the Pandemic Influenza Business Continuity Plan. Re-familiarize leaders and alternates of their duties.

### 3.1.2

#### **Internal briefings**

Disseminate regular briefings.

### 3.1.3

#### **External briefings**

Check key sources for briefings on local, national, and international pandemic flu status including: 1) Orange County Health Care Agency Epidemiology website ([www.ochealthinfo.com/epi](http://www.ochealthinfo.com/epi)); 2) Center for Disease Control ([www.pandemicflu.gov](http://www.pandemicflu.gov)); and 3) World Health Organization ([www.who.int](http://www.who.int)).

### 3.1.4

#### **Review continuity plan**

Regularly review and update the pandemic business continuity protocols and procedures to ensure that new issues are addressed.

## 3.2 OPERATIONS

### 3.2.1

#### **Assess operations**

Assess 1) the ability to provide regular services with available human and material resources; 2) increases and decreases in demand for existing services; and 3) the need for new or alternative services. Reference and update *Worksheet 3: Essential Operations*.

### 3.2.2

#### **Reallocate resources**

As needed, reallocate resources to provide services that are essential, in high demand, and/or are new or alternative. See *Worksheet 3: Essential Operations*.

### 3.2.3

#### **Essential operations**

Suspend non-essential operations as human resources become limited and/or material resources (e.g. gasoline) must be rationed. See *Worksheet 3: Essential Operations*.

## 3.3 JOB FUNCTIONS

### 3.3.1

#### **Absenteeism**

Identify absent employees and their job functions. Report absences (with job classification codes) to leadership. Track when ill employees will be expected to return to work.

### 3.3.2

#### **Reassign employees**

Reassign personnel to essential or prioritized job functions and provide clear instructions for performing duties (e.g. job action sheets). See *Worksheet 4: Essential Job Functions*

### 3.3.3

#### **Just-in-time training**

Provide just-in-time training or refreshers to alternate staff taking over new job functions.

## 3.4 PANDEMIC POLICIES

### 3.4.1

#### **Employee policies**

Activate applicable policies per procedure (i.e. employee leave, flexible work schedules, travel, health care, management of ill employees). Notify staff of policy changes and provide with necessary claim forms. Reference *Worksheet 5: Pandemic Influenza Policies* and *Worksheet 8: Information Dissemination Plan*

# 6. Respond: Phase 4, 5, 6

## 3.5 COMMUNICATION

### 3.5.1

#### Inform employees

Provide regular (e.g. daily, weekly, bi-weekly) updates to staff on pandemic status and any applicable policy changes, infection control measures, job reassignments, illness reporting etc. that apply during this period. Utilize *Worksheet 8: Information Dissemination Plan*.

#### Tip

Communicate regularly with staff to promote confidence in personal safety in the workplace. Throughout the event, updated information will be provided by the Orange County Health Care Agency on their website [www.ocalthinfo.com](http://www.ocalthinfo.com).

### 3.5.2

#### Inform product and service vendors

Inform suppliers and service vendors of change in pandemic status and any changes that may create in supply/service needs. Utilize *Worksheet 7: Product and Service Vendors*.

### 3.5.3

#### Inform customers/clients

Inform customers/clients of any changes to services or products. Utilize *Worksheet 8: Information Dissemination Plan*.

### 3.5.4

#### Communication system

Activate and ensure that communication systems (e.g. teleconferencing, telecommuting, facsimile services, radio, internet) are in working order.

## 3.6 INFECTION CONTROL

### 3.6.1

#### Infection control information

Disseminate information to staff on how to prevent infection at home and at work (e.g. hygiene measures, social distancing). Utilize *Worksheet 8: Information Dissemination Plan* and *Worksheet 9: Infection Control*.

#### Tip

Post hygiene notices at entrances, washrooms, hand washing stations, and public areas.

### 3.6.2

#### Infection control products

Ensure that supplies of hygiene products (e.g. liquid soap and/or hand sanitizer, paper towels) are available. See *Worksheet 9: Infection Control*.

### 3.6.3

#### Personal Protective Equipment (PPE)

Follow Orange County Health Care Agency guidance regarding PPE use. Employees that routinely use PPE to perform their everyday job should continue to do so until notified otherwise. See *Worksheet 9: Infection Control*.

### 3.6.4

#### Social distancing

Follow Orange County Health Care Agency recommendations regarding activation of social distancing strategies (e.g. telecommuting, teleconferences). See *Worksheet 9: Infection Control*.



### 3.6.5

#### **Workplace cleaning**

Arrange for routine office cleaning and disinfection and immediate disinfection of work stations where staff report illness. See *Worksheet 9: Infection Control*.

#### **Tip**

Gain staff and customer/client confidence by maintaining a healthy workplace.

### 3.6.6

#### **Illness notification**

Notify employees who they must inform if they become ill.

### 3.6.7

#### **Illness reporting protocol**

Follow the protocol for managing staff who become ill at work. Keep records of affected staff. See *Worksheet 6: Management of Ill Employees*.

### 3.6.8

#### **Return to work**

Activate process for employees who have been ill to return to work.

## 4. RECOVER

### PEAK AND POST PANDEMIC RECOVERY AND PREPARATION FOR POSSIBLE SUBSEQUENT WAVES OF ILLNESS

WHO PANDEMIC PHASE	TRANSMISSION	KEY ACTIVITIES
1	<i>Low risk of human cases</i>	
2	<i>Higher risk of human cases</i>	
3	<i>No, or very limited, human-to-human transmission</i>	
4	<i>Evidence of increased human-to-human transmission</i>	
5	<i>Evidence of significant human-to-human transmission</i>	
6	<i>Efficient and sustained human-to-human transmission</i>	
Recovery	Pandemic peak and post pandemic recovery and preparation for possible subsequent waves	<ul style="list-style-type: none"><li>• Monitor information sources for updates</li><li>• Return to “new” normal</li><li>• Re-establish Operations</li><li>• Implement Communication Plan for employees and staff</li></ul>

## 4.1 ACTIVATION

### 4.1.1

#### **Activate Pandemic Peak and Post Pandemic Phase (Recovery Stage)**

Follow protocol for activating the Pandemic Peak and Post Pandemic Phase (Recovery). Alert leaders and staff to change in pandemic status and return to operations as normal.

#### **Tip**

Recovery from an influenza pandemic will begin when it is determined that adequate supplies, resources and response systems exist to manage standard ongoing activities without continued assistance from pandemic response systems.

## 4.2 OPERATIONS

### 4.2.1

#### **Assess operations**

Assess the impact of the pandemic on the your organization's operations, personnel, customers/clients, partners, and vendors.

### 4.2.2

#### **Normal operations**

Manage the return to routine operations as able based on human and material resources.

### 4.2.3

#### **Community recovery**

Identify community recovery needs and provide assistance.

## 4.3 PROCESS ASSESSMENT

### 4.3.1

#### **Conduct evaluation**

Conduct an internal after action evaluation of the your organization's pandemic response.

### 4.3.2

#### **Update plans**

Update the Pandemic Influenza Business Continuity Plan and other emergency response plans as appropriate.

## 4.4 COMMUNICATION

### 4.4.1

#### **Employee communication**

Notify employees about change in pandemic status, return to business as usual and any applicable policy changes. Utilize *Worksheet 8: Information Dissemination Plan*.

#### **Tip**

Ensure that employees have access to mental health services well after disease has dissipated.

### 4.4.2

#### **Product and service vendor communication**

Notify product and service vendors of return to operations as usual. Utilize *Worksheet 8: Information Dissemination Plan*.

### 4.4.3

#### **Customer/client communication**

Notify customers/clients and the general public of resumption of services. Utilize *Worksheet 8: Information Dissemination Plan*.

## 5. Glossary

<b>Avian influenza</b>	Avian influenza, also referred to as bird flu, is a disease of birds (e.g. ducks, chickens). Between 2003 and 2008 the H5N1 avian influenza virus has infected millions of birds. Although it is primarily a disease of birds, a small number of people have also been infected after having close contact with birds or bird products. <i>Also see influenza, seasonal influenza, and pandemic influenza.</i>
<b>Contact</b>	A contact is someone who has been in close proximity with an individual who is, or is suspected of being, infected with an infectious disease like influenza.
<b>Hand hygiene</b>	Hand hygiene is a term that applies to the cleaning of one's hands. This is usually done with soap and water, hand sanitizer, or hand wipes. To kill influenza viruses, hands must be washed with soap and water for 15 seconds or hand sanitizers or wipes must be used for 10 seconds and have an alcohol content of at least 60%.
<b>Human-to-human transmission</b>	Human-to-human transmission refers to the ability of an infectious disease to be passed from one person to another. Some viruses can be transmitted between animals (animal-to-animal), some can be transmitted from animal-to-human (and vice versa), and some can be transmitted from human-to-human.
<b>Infection control</b>	Infection control is a broad term used to describe a number of measures designed to detect, prevent, and contain the spread of infectious disease. Some measures include hand washing, respiratory etiquette, use of personal protective equipment (PPE), prophylaxis, isolation, and quarantine.
<b>Infectious disease</b>	An infectious disease, or communicable disease, is an illness that can be transmitted, or passed, by direct contact with an infected individual or their discharges (e.g. cough, wound drainage), or with an item contaminated by them.
<b>Influenza</b>	Influenza is a virus that causes high fever, sore throat, cough, and muscle aches. It usually affects the respiratory system but sometimes affects other organs. It is spread by infectious droplets that are coughed or sneezed into the air. These droplets can land on the mucous membranes of the eyes or mouth or be inhaled into the lungs of another person. Infection can also occur from contact with surfaces contaminated with infectious droplets and respiratory secretions. <i>Also see seasonal, avian, and pandemic influenza.</i>
<b>Isolation</b>	Isolation is when sick people are asked to remain in one place (e.g. home, hospital), away from the public, until they are no longer infectious.

<b>Pandemic influenza</b>	A pandemic influenza, or pandemic flu, occurs when a new subtype of influenza virus develops and: 1) there is little or no immunity (protection due to previous infection or vaccination) in the human population; 2) causes serious illness in humans; and 3) it is easily passed from human to human. <i>Also see influenza, seasonal influenza, and avian influenza.</i>
<b>Personal Protective Equipment (PPE)</b>	PPE is specialized clothing or equipment worn to protect someone against a hazard including an infectious disease. It can range from a mask or a pair of gloves to a combination of gear that might cover some or all of the body.
<b>Prophylaxis</b>	Prophylaxis is a preventive measure whereby medication, such as antiviral drugs, is taken by a healthy individual (e.g. household member, close contact, healthcare worker) to prevent illness before or after being exposed to an individual with an infectious disease (e.g. influenza).
<b>Quarantine</b>	Quarantine is when people who have been in close proximity to an infected person, but appear healthy, are asked to remain in one place, away from the general public, until the risk of disease has passed.
<b>Respiratory etiquette</b>	Respiratory etiquette, or good coughing and sneezing manners, is one way of minimizing the spread of viruses which are passed from human-to-human in the tiny droplets that come out of the nose or mouth when coughing, sneezing, or talking. Healthy and sick people should cover their nose and mouth when sneezing, coughing, or blowing their nose, then put the used tissue in the trash to prevent the spread of germs, and then wash their hands.
<b>Seasonal influenza</b>	Seasonal influenza, commonly referred to as the flu, is an infectious disease. In the United States, flu season usually occurs between October and April. The influenza virus has the ability to change easily; however, there is usually enough similarity in the virus from one year to the next that the general population is partially immune from previous infection or vaccination. Each year experts monitor the influenza virus and create a new vaccine to address changes in the virus. For this reason people are encouraged to get a flu shot each year. <i>Also see influenza, avian influenza, and pandemic influenza.</i>
<b>Social distancing</b>	Social distancing is an infection control strategy that includes methods of reducing the frequency and closeness of contact between people to limit the spread of infectious diseases. Generally, social distancing refers to the avoidance of gatherings with many people.
<b>Swine Influenza</b>	Swine Influenza (swine flu) is a respiratory disease of pigs caused by type A influenza viruses that causes regular outbreaks in pigs. People do not normally get swine flu, but human infections can and do happen. Swine flu viruses have been reported to spread from person-to-person, but in the past, this transmission was limited and not sustained beyond three people.

# 6. Resources

## SAMPLE PROTOCOL FOR EMPLOYEES WHO BECOME ILL

Advise employees that if a person feels ill, or if someone observes that another person is exhibiting symptoms of influenza at work, they are to contact their manager or other designated person. Telephone communications are preferable.

Duties of health and safety staff:

1. Speak with the individual by phone.
2. Check if the employee has any influenza symptoms (the Orange County Health Care Agency will provide a list of symptoms).
  - If the employee does not have any symptoms they are unlikely to have influenza and should be reassured and advised to call again later or to call their doctor if they are still concerned.
  - If the employee has influenza symptoms they should be treated as a “suspect influenza case.”
3. Complete a Suspect Influenza Case Form (attached).
4. If the employee is at work provide him/her with a surgical mask and instruct them to put the mask on immediately. (This is to help protect other staff.).
  - Instruct employee to leave work. If possible, public transportation should be avoided. If public transportation is unavoidable, instruct the employee to keep the mask on and cough or sneeze into a tissue while traveling.
5. Advise the employee to contact a health professional. This may prove to be difficult in a pandemic, and may involve phoning the person’s normal doctor or a specially designated center to seek advice.
6. Advise the employee on how long to stay away from work (Orange County Health Care Agency will provide guidance) and to stay home (isolation).
7. Have the employee’s work station cleaned and disinfected as indicated in *Worksheet 10: Workplace Cleaning*.
8. Early in the pandemic, the Orange County Health Care Agency may ask employers to 1) identify contacts (once an employee is suspected to be infected); 2) advise contacts that they have been in contact with a person suspected of having influenza; and/or 3) ask contacts to go home, and stay home until advised otherwise (quarantine).
9. Advise supervisor and human resources of employee absence and need for coverage.
10. Check on the employee during his/her absence from work.
11. Encourage employees to return to work once they have recovered and are past the infectious period.

## SUSPECT INFLUENZA CASE FORM FOR STAFF WHO BECOME ILL AT WORK

### Details of affected employee

<b>Name:</b>	<b>Date:</b>	<input type="checkbox"/> <b>Employee</b>	<b>Date of Birth:</b>
<b>Job Title:</b>	<b>Worksite:</b>	<b>Location of Isolation:</b>	
<b>Address:</b>			
<b>Telephone no:</b> _____ (Work) _____ (Home) _____ (Other)			
<b>Symptoms noticed:</b> <div style="display: flex; align-items: flex-start;"> <div style="flex: 1;"> <div style="border: 1px solid black; height: 80px; width: 100%;"></div> <p><b>Date expected to return to work :</b> _____</p> </div> <div style="flex: 1; padding-left: 10px;"> <input type="checkbox"/> <b>Fever</b>  <b>Time of fever onset :</b> _____  <b>Maximum temperature (deg F)</b> _____  <input type="checkbox"/> <b>Headache</b>  <input type="checkbox"/> <b>Dry cough</b>  <b>Time of isolation:</b> _____  <input type="checkbox"/> <b>Cold</b>  <input type="checkbox"/> <b>Body aches</b>  <input type="checkbox"/> <b>Fatigue</b>  <input type="checkbox"/> <b>Other:</b> _____         </div> </div> <p><small>* List of symptoms and recommendations for isolation will be updated by the Orange County Health Care Agency (<a href="http://www.ochealthinfo.com/epi">www.ochealthinfo.com/epi</a>) as information becomes available following the emergence of a pandemic influenza virus strain.</small></p>			
<b>Where referred:</b>			
<b>Notes:</b>			

### Details of reporter

<b>Name:</b>
<b>Job Title</b>
<b>Telephone no.:</b> _____ (Work) _____ (Home) _____ (Other)

# 7. Reference Materials

## **Fact Sheets and Guidance Materials**

Available online at <http://HealthDisasterOC.org/Flu>

- 1 – Page quick reference sheet (HCA)
- Influenza Preparedness Card (HCA)

## **LINKS**

**Orange County Health Care Agency Influenza Information**

[www.ochealthinfo.com/epi/flu/general\\_info.htm](http://www.ochealthinfo.com/epi/flu/general_info.htm)

**Orange County Health Care Agency Pandemic Influenza Preparedness**

<http://HealthDisasterOC.org/Flu>

**Orange County Health Care Agency AlertOC A Mass Notification System**

<http://bos.ocgov.com/alertoc/alertoc.asp>

**US Department of Health & Human Services Pandemic Influenza Website**

[www.pandemicflu.gov](http://www.pandemicflu.gov)

**Centers for Disease Control & Prevention Influenza Information**

[www.cdc.gov/flu/](http://www.cdc.gov/flu/)

**Centers for Disease Control - Respiratory Hygiene Etiquette**

[www.cdc.gov/flu/professionals/pdf/resphgiene.pdf](http://www.cdc.gov/flu/professionals/pdf/resphgiene.pdf)

**Department of Labor - OSHA**

[www.osha.gov/](http://www.osha.gov/)

**Ready.gov**

[www.ready.gov/](http://www.ready.gov/)

**World Health Organization**

[www.who.int/](http://www.who.int/)



**Notes:**



