



**Asia-Pacific
Economic Cooperation**

**APEC SMEWG Pandemic Influenza
Train the Trainer Workshop**

Kaohsiung, Chinese Taipei, March 30-31, 2008

(SME 03/2007A)



**26th APEC
SMEWG**



Kaohsiung, Chinese Taipei

APEC Small and Medium Enterprise Working Group

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**Asia-Pacific
Economic Cooperation**

Small and Medium Enterprises Working Group
Pandemic Influenza Train the Trainer Workshop

Workshop Objective

After completion of the course, the participants will have an increased knowledge of the threat of an influenza pandemic and the importance of SMEs planning and preparing for a pandemic.

The participants will also be able to adapt the course materials into appropriate communications tools for their culture and be ready to teach SMEs about how to prepare back home.



Small and Medium Enterprises Working Group Pandemic Influenza Train the Trainer Workshop

Agenda

Time	Duration	Topic	Presenter
08:30~09:00	30 min.	Registration and Complete Pre Workshop Questionnaire Pretest	All
09:00~09:05	5 min.	Welcome from the Co-Host, International Trade Administration, U.S. Department of Commerce	Dan Miller
09:05~09:10	5 min.	Welcome and Introductions from Co-Host, Chinese Taipei Representatives	Guann-Jyh Lee
09:10~09:20	10 min.	Introductions of Participants and Represented Economies	All
09:20~09:22	2 min.	Introduction of Workshop Faculty, Lisa Koonin, Beryl Janz, Kevin Farris	Dan Miller
09:22~09:30	8 min.	Purpose of the Workshop and Review of the Agenda	Lisa Koonin
09:30~09:45	15 min.	Getting Started: Why is Pandemic Planning Important for SMEs ?	Lisa Koonin
09:45~10:35	50 min.	Session I : Key components of SME Pandemic Flu Planning: Stay in Business	Beryl Janz
10:35~10:45	10 min.	Morning Break	All
10:45~11:25	40 min.	Session II : Key components of SME Pandemic Flu Planning: Protect the Health of Your People	Lisa Koonin
11:25~11:40	15 min.	Session III : Key components of SME Pandemic Flu Planning: Employees Prepare at Home	Lisa Koonin Beryl Janz
11:40~12:15	35 min.	What Has Been Done in Your Economy?	All
12:15~13:30	1 hour 15 min.	Lunch	All
13:30~13:40	10 min.	Afternoon Instructions and Toolkit Inventory	Kevin Farris
13:40~14:40	1 hour	Assisting SMEs in Developing a Pandemic Business Continuity Plan (Using the <i>Building Resilience Through Business Continuity and Pandemic Planning</i> Workbook)	Beryl Janz
14:40~15:10	30 min.	Small Group Discussion: Pick 2 Influenza Pandemic Planning Questions	Lisa Koonin, Beryl Janz, Kevin Farris
15:10~15:25	15 min.	Afternoon Break	All
15:25~16:00	35 min.	Getting Ready to assist SMEs: 5 Key Questions for SMEs	Lisa Koonin
16:00~17:00	1 hour	Read Out for Participants to Discuss 5 Key Questions for SMEs	Lisa Koonin
17:00~17:15	15 min.	Final Question and Answer Session and Next Steps	Lisa Koonin
17:15~17:30	15 min.	Complete End of Course Evaluation Form and Post Workshop Questionnaire Posttest	Kevin Farris
17:30		Adjourn	



Lisa M. Koonin, MN, MPH
Senior Advisor
Influenza Coordination Unit
Coordinating Center for Infectious Diseases
Centers for Disease Control and Prevention

Ms. Lisa Koonin serves as Senior Advisor for Pandemic Preparedness Partnerships in the Influenza Coordination Unit at the Centers for Disease Control and Prevention (CDC). The Influenza Coordination Unit is responsible for all aspects of CDC's pandemic influenza preparedness activities. Ms. Koonin provides leadership and consultation for pandemic preparedness activities related to CDC's partners and pandemic preparedness activities between CDC, HHS and other Federal agencies. Ms. Koonin also provides direction for major initiatives linking public health agencies and the private sector for improving community-level emergency preparedness and serves as CDC's Lead for private sector pandemic influenza planning and response.

Ms. Koonin has been with CDC since 1987. Prior to this position, Ms. Koonin served as Chief of the Private and Public Partners Branch in the Division of Partnerships and Strategic Alliances, National Center for Health Marketing, at the Centers for Disease Control and Prevention (CDC). In this role, she provided leadership and coordination for partnerships with CDC and business, education, healthcare, federal agencies, and faith-based and community organizations. Ms. Koonin has also served as Director for Business Partnerships for CDC. In this role, she developed and led effective partnerships among businesses, business organizations, employers, and public and private purchasers of health care with CDC and public health. Ms. Koonin was one of CDC's Senior authors of the recently released pandemic *Community Mitigation Guidance*. Her team has produced numerous checklists and tools for businesses, as well as for educational, health care and faith and community-based organizations to use for pandemic influenza planning and preparedness. She also served as CDC's Chief for Reproductive Health Surveillance for 12 years.

Prior to her employment with CDC, Ms. Koonin spent 10 years in a variety of clinical and faculty nursing leadership positions. Ms. Koonin is a Family Nurse Practitioner and Epidemiologist with a Masters of Nursing and a Masters of Public Health degree from Emory University. Ms. Koonin actively serves as a member and leader of multiple committees/workgroups within CDC, HHS and for other organizations. She contributed to the development of the *National Strategy for Pandemic Influenza Implementation Plan* and now actively participates in the White House Homeland Security Council's *Interagency Private Sector Workgroup on Pandemic Influenza*. Ms. Koonin has published approximately 50 papers on a variety of health topics.



Beryl Janz, MBA
Branch Manager
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Ms. Beryl Janz is Branch Manager, Disaster Preparedness and Response in the Department of Families, Community Services and Indigenous Affairs. Her branch is responsible for building community capacity and resilience related to disasters and critical incidents, including planning for, and managing the community impacts, of a potential influenza pandemic.

Prior to joining FaCSIA, she was the General Manager Crisis Management and Response in the Department of Industry, Tourism and Resources where she worked extensively on pandemic influenza preparedness for industry and developed some key reference material such as *Being Prepared for Influenza Pandemic – A Business Continuity Guide for Australian Business* and the *Kit for Small Businesses* that are available on the DITR website. She also prepared the Department's pandemic plan and revamped its business continuity arrangements.

She has been involved in crisis management and communication for a range of Australian Government agencies for about 15 years. As the National Media Manager for the Australian Federal Police, Beryl was heavily involved in the response to the Bali bombing in 2002.

She has a Bachelor of Business (Communication) and a Master of Business Administration.



Kevin L. Farris, MAEd

**Training and Development Project Manager
Professional and Technical Training Programs
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Mr. Kevin Farris has been involved in the business and education field for over 10 years. He has a Master of Arts in Education degree concentrating in Organizational Training and Education and a Bachelor of Science degree in Organizational Management. He is an active member of the American Society for Training and Development and the American Management Association.

Mr. Farris was a conflict of interest analyst representing local, regional, national, and international business clients for former United States Senator, Howard Baker, Jr. and his legal and public policy firm Baker, Donelson, Bearman, Caldwell and Berkowitz, PLLC before transitioning into the education field as an adult education counselor at Tusculum College.

Building on his experience, Mr. Farris continues his role in business and education at the Oak Ridge Institute for Science and Education (ORISE). ORISE is managed by Oak Ridge Associated Universities, a university consortium leveraging the scientific strength of 98 major research institutions to advance science and education by partnering with national laboratories, government agencies, and private industry.

As a project manager in the Professional and Technical Training Programs, Mr. Farris has led a broad range of projects for a diverse group of clients. Projects have included conducting human capital assessments, authoring science-based industry training modules with subject matter experts, and participating in global health training and evaluation projects in China, Africa, and South America.



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Pandemic Influenza Train the Trainer Workshop

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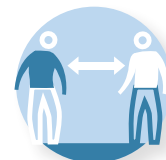
APEC Pandemic Flu Planning Guide for SMEs

A flu (influenza) pandemic is an outbreak of a new flu virus that spreads around the world. Because it is a kind of flu that is new to people, most people will not be protected (immune) from it. A very bad flu pandemic will make people sick and many may die, and will also affect your business. We do not know yet how bad a new flu pandemic will be until it happens. There is no flu pandemic now – but people can plan now to protect themselves, their families, and their businesses.



Stay in Business

- Develop a plan for your business during a pandemic.
- Test, review and update your plan as new information becomes available.
- Work out how to run your business if many of your employees can not come to work.
- Find out if local schools plan to close during a pandemic and the effect that may have on your employees.
- Plan where to get essential business supplies if you cannot get them from your normal sources.
- Plan for changes in demand for your services and products.
- Put some extra cash aside for your business to use in an emergency.
- Think about how you will communicate with employees, suppliers, and other business partners before, during, and after a pandemic.
- Plan how you will work with employees, other business partners, other companies, and the government before, during, and after a flu pandemic.



Protect your People

There may be limited or no access to vaccines and antiviral medications during a pandemic. However, other actions can protect people:

- Share information that will help employees and their families learn about pandemic flu and be ready for pandemic flu.
- People who have flu can spread it to others. Ask employees to stay home if they are sick during a pandemic.
- Most people with the flu will be cared for at home. Prepare to assist employees to care for sick family members at home.
- Slow the spread of disease: cover your nose and mouth with a handkerchief or tissue when coughing or sneezing, and be sure to wash your hands.
- Encourage your employees to wash their hands often with soap and water especially after coughing or sneezing, before eating, drinking, smoking, or touching their face.
- Flu virus can spread easily when people are close together. Plan how you will help your employees avoid large groups, continue working, and keep people apart from each other at your business.
- Wear a mask if health officials tell you to.

Prepare at Home

During a flu pandemic you may not be able to get to a store or market. Your town may not be able to get water to your home or business.

Stock up on:

- extra food that will not spoil;
- food and supplies for children;
- clean water to last for at least 2 weeks or a water purification system;
- flashlight and batteries;
- soap and water to wash hands;
- thermometer;
- handkerchiefs/tissues;
- extra cash;
- key documents and identification (passport, government issued identification, health records, health insurance papers);
- supplies for animals.





**Small and Medium Enterprises Working Group
Pandemic Influenza Train the Trainer Workshop**

Glossary of Terms	
Term	Definition
Absenteeism Rate	Proportion of employed persons absent from work at a given point in time or over a defined period of time.
Antiviral	A medication that may be used to treat people who have been infected by a virus to help limit the impact of some symptoms and reduce the potential for serious complications. People who are in high risk groups are often given antiviral drugs because of their increased potential to develop additional health issues.
Avian Influenza (bird flu)	Commonly known as bird flu, this strain of influenza virus is naturally occurring in birds. Wild birds can carry the virus and may not get sick from it; however, domestic birds may become infected by the virus and often die from it. Rarely, avian influenza is transmitted to humans who have close contact with sick or infected birds.
CDC	Centers for Disease Control and Prevention, the U.S. government agency at the forefront of public health efforts to prevent and control infectious and chronic diseases, injuries, workplace hazards, disabilities, and environmental health threats. CDC is one of 13 major operating components of the U.S. Department of Health and Human Services.
Childcare	Childcare programs discussed in this guidance include 1) centers or facilities that provide care to any number of children in a nonresidential setting, 2) large family childcare homes that provide care for seven or more children in the home of the provider, and 3) small family childcare homes that provide care to six or fewer children in the home of the provider.
Children	Children are often defined as 17 years of age or younger unless an age is specified or 12 years of age or younger if teenagers are specified.
Colleges	Post-high school educational institutions (i.e., beyond 12th grade).
Community Mitigation Strategy	A strategy for the implementation at the community level of interventions designed to slow or limit the transmission of a pandemic virus.
Contagious	A contagious disease is easily spread from one person to another by contact with the infectious agent that causes the disease. The agent may be in droplets of liquid particles made by coughing or sneezing, contaminated food utensils, water or food.
Early, Targeted, and Layered Nonpharmaceutical Interventions (NPIs) Strategy	A strategy for using combinations of selected community-level NPIs implemented early and consistently to slow or limit community transmission of a pandemic virus.
Epidemic	The rapid spread of a disease that infects some or many people in a community or region at the same time.

H5N1	The scientific name for a subtype of the avian influenza (bird flu) virus that has spread from birds to humans. The scientific names for these subtypes are classified by different proteins on the virus. New subtypes naturally occur when the proteins change.
Hand Hygiene	Hand washing with either plain soap or antimicrobial soap and water or use of alcohol-based products (gels, rinses, foams containing an emollient) that do not require the use of water.
Infection Control	Hygiene and protective measures to reduce the risk of transmission of an infectious agent from an infected person to uninfected persons (e.g., hand hygiene, cough etiquette, use of personal protective equipment, such as face masks and respirators, and disinfection).
Influenza (flu)	A contagious respiratory illness caused by particular strains of viruses.
Isolation	The physical separation of a person suffering from an infectious or contagious disease from others in a community.
Nonpharmaceutical Intervention (NPI)	Mitigation measure implemented to reduce the spread of an infectious disease (e.g., pandemic influenza) but one that does not include pharmaceutical products, such as vaccines and medicines. Examples include social distancing and infection control measures.
Pandemic	An outbreak of a disease that affects large numbers of people throughout the world.
Pandemic Influenza	A global outbreak of the influenza disease that occurs when a new influenza virus appears in the human population. Because people have little or no immunity to the new strain, serious illness can occur, and the virus can spread easily and rapidly from person to person with no vaccine immediately available. A virulent influenza (flu) caused by a new flu virus strain to which humans have not been exposed. It is more serious than a typical seasonal flu because there is no natural resistance or immunity to it and infects large numbers of people of different ages all over the world, causing serious illness and possibly death.
Prophylactic	A medical procedure or practice that prevents or protects against a disease or condition (eg, vaccines, antibiotics, drugs).
Quarantine	The physical separation of healthy people who have been exposed to an infectious disease—for a period of time—from those who have not been exposed.
Schools	Refers to public and private elementary, middle, secondary, and post-secondary schools (colleges and universities).
Seasonal Flu	A contagious respiratory illness caused by influenza (flu) viruses occurring every year. It affects an average of 5 to 20 percent of the U.S. population by causing mild to severe illness, and in some instances can lead to death. Most people have some immunity, and a vaccine is available.
Social Distancing	A disease prevention strategy in which a community imposes limits on social (face-to-face) interaction to reduce exposure to and transmission of a disease. These limitations could include, but are not limited to, school and work closures, cancellation of public gatherings and closure or limited mass transportation. Measures to increase the space between people and decrease the frequency of contact among people.
Tele-work	Refers to activity of working away from the usual workplace (often at home) through telecommunication or other remote access means (e.g., computer, telephone, cellular phone, fax machine).

Vaccine	An injection, usually of an innocuous (weak or killed) form of the virus, that stimulates the production of antibodies by the immune system to help prevent or create resistance to an infection. Vaccines are usually given as a preventive measure.
Virus	Any of various simple submicroscopic parasites of plants, animals, and bacteria that often cause disease and that consist essentially of a core of RNA or DNA surrounded by a protein coat. Unable to replicate without a host cell, viruses are typically not considered living organisms.
WHO	World Health Organization, an agency of the United Nations established in 1948 to further international cooperation in improving health conditions.

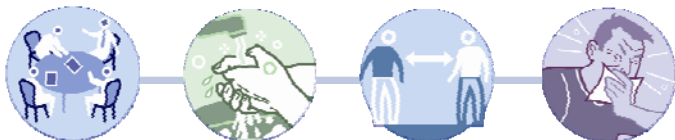
References

<http://www.pandemicflu.gov/glossary/index.html>

<http://www.redcross.org/news/ds/panflu/glossary.html>

http://www.pandemicflu.gov/plan/community/community_mitigation.pdf

Why is Pandemic Planning Important for SMEs?



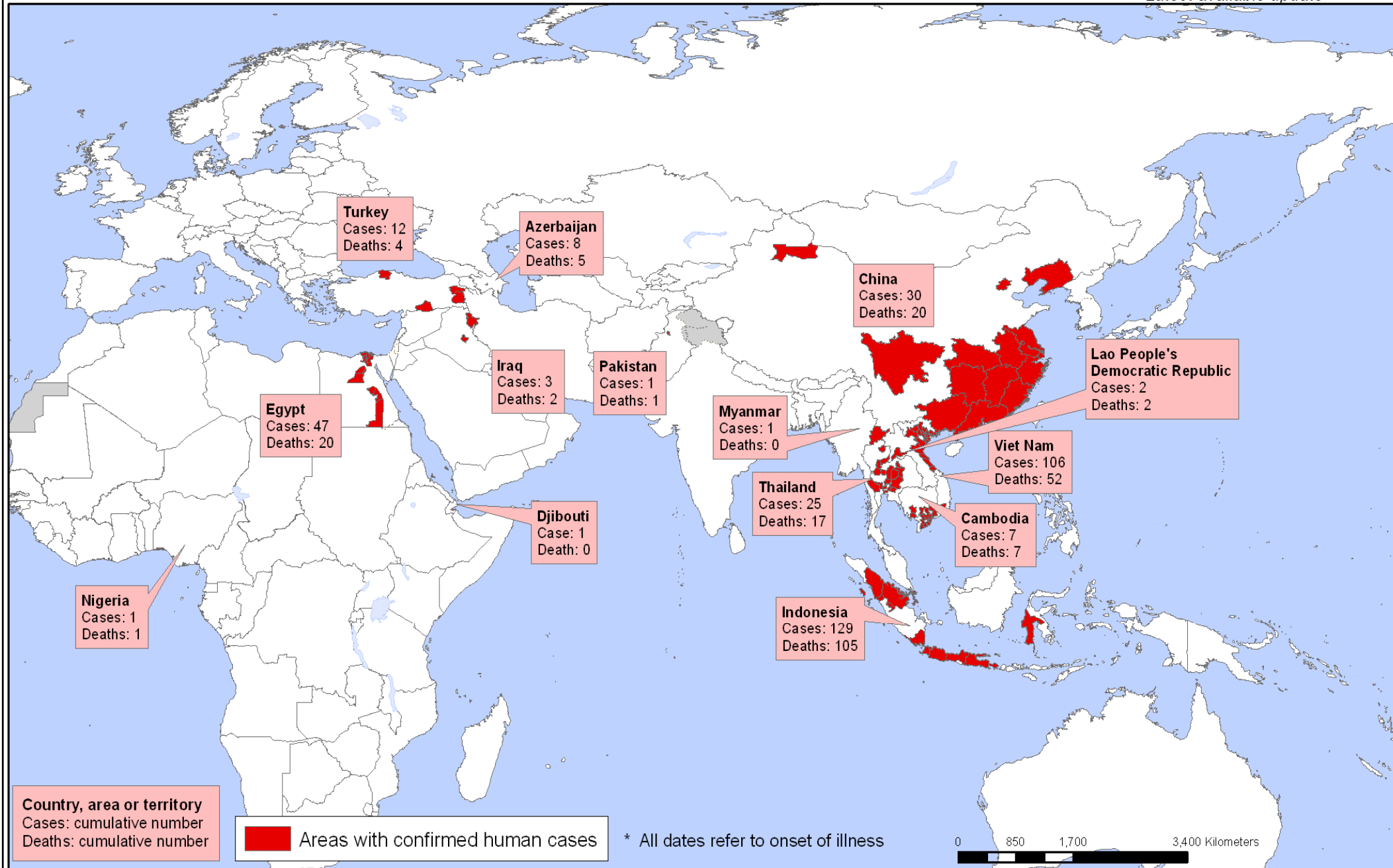
Flu Terms Defined

- ***Seasonal (or common) flu:***
 - Can be transmitted person to person
 - Most people have some immunity
 - Vaccine is available
- ***Avian (or bird) flu:***
 - Disease primarily of birds—rarely transmitted from birds to humans
 - No human immunity—causes serious illness/death
 - No human vaccine is commercially available
- ***Pandemic flu:***
 - Novel virus emerges
 - Little or no natural immunity
 - Can spread easily from person to person –if severe, causes illness and death
 - No vaccine available



Areas with confirmed human cases of H5N1 avian influenza since 2003 *

Status as of 18 March 2008
Latest available update



Cumulative Number of Confirmed Human Cases of Avian Influenza A/(H5N1) Reported to WHO

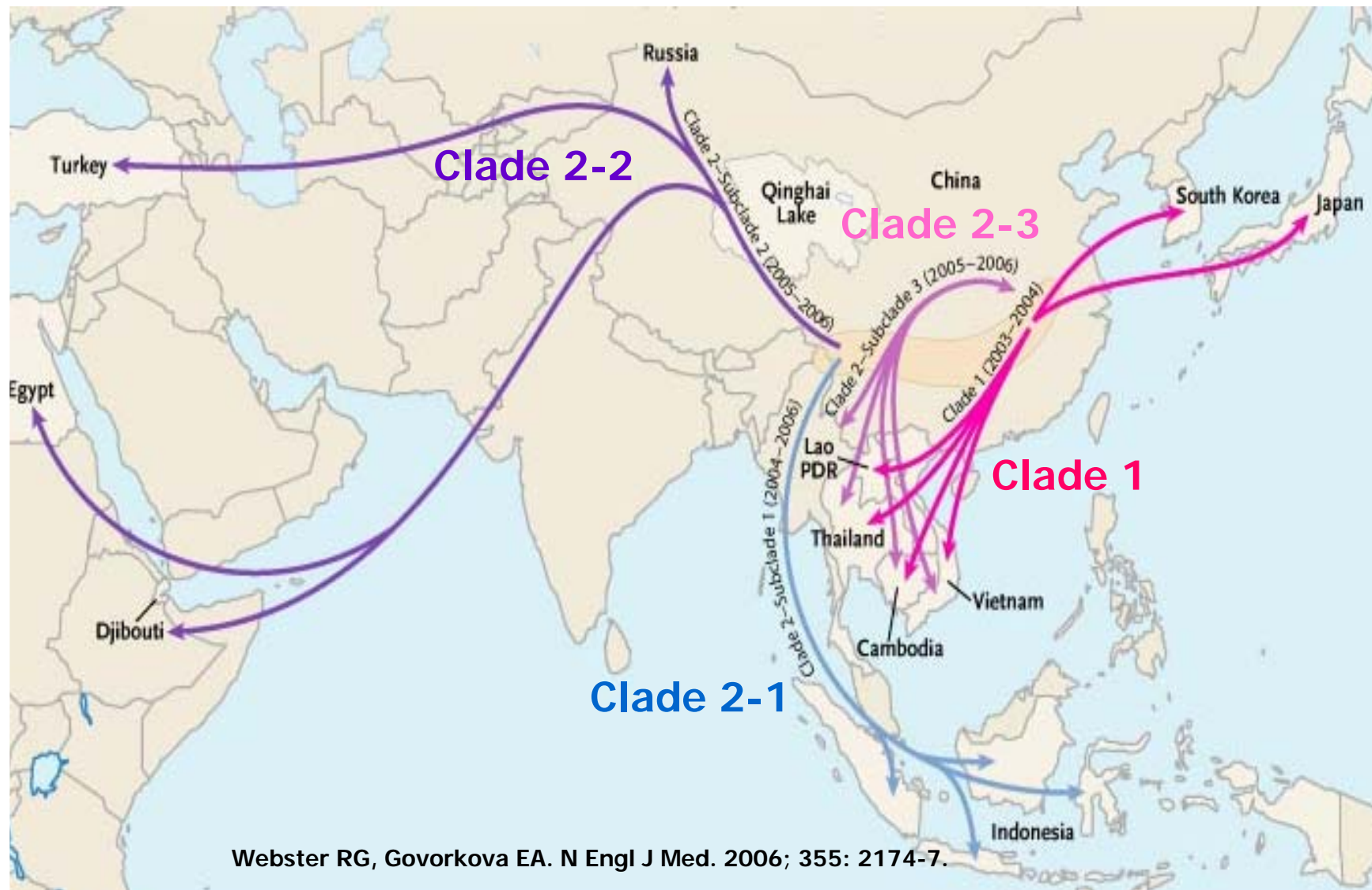
18 March 2008

Country	2003		2004		2005		2006		2007		2008		Total	
	cases	deaths	cases	deaths	cases	deaths	cases	deaths	cases	deaths	cases	deaths	cases	deaths
Azerbaijan	0	0	0	0	0	0	8	5	0	0	0	0	8	5
Cambodia	0	0	0	0	4	4	2	2	1	1	0	0	7	7
China	1	1	0	0	8	5	13	8	5	3	3	3	30	20
Djibouti	0	0	0	0	0	0	1	0	0	0	0	0	1	0
Egypt	0	0	0	0	0	0	18	10	25	9	4	1	47	20
Indonesia	0	0	0	0	20	13	55	45	42	37	12	10	129	105
Iraq	0	0	0	0	0	0	3	2	0	0	0	0	3	2
Lao People's Democratic Republic	0	0	0	0	0	0	0	0	2	2	0	0	2	2
Myanmar	0	0	0	0	0	0	0	0	1	0	0	0	1	0
Nigeria	0	0	0	0	0	0	0	0	1	1	0	0	1	1
Pakistan	0	0	0	0	0	0	0	0	1	1	0	0	1	1
Thailand	0	0	17	12	5	2	3	3	0	0	0	0	25	17
Turkey	0	0	0	0	0	0	12	4	0	0	0	0	12	4
Viet Nam	3	3	29	20	61	19	0	0	8	5	5	5	106	52
Total	4	4	46	32	98	43	115	79	86	59	24	19	373	236

Total number of cases includes number of deaths.
WHO reports only laboratory-confirmed cases.
All dates refer to onset of illness.



Spread of Influenza A(H5N1) Viruses

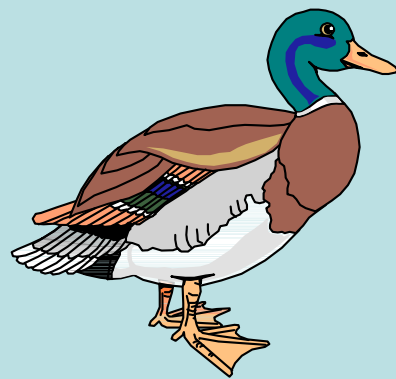


Human Acquisition of Avian Influenza H5N1



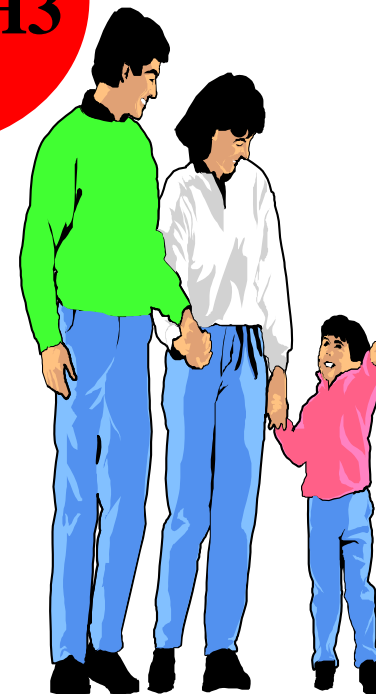
Avian Influenza A Viruses

H1 – H16



H1 – H3

Human
Influenza
A Viruses



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What is a Pandemic?

Key Features

- A flu (influenza) pandemic is a worldwide outbreak of a new flu virus
- Most people will not be protected (immune) from it
- A very bad flu pandemic will make people sick and many may die (1918 there were 50 million deaths worldwide)
- A severe pandemic will affect businesses and the functioning of community
- Cannot predict timing
- There is no flu pandemic now
- But people can plan now to protect themselves, their families, their communities and their businesses



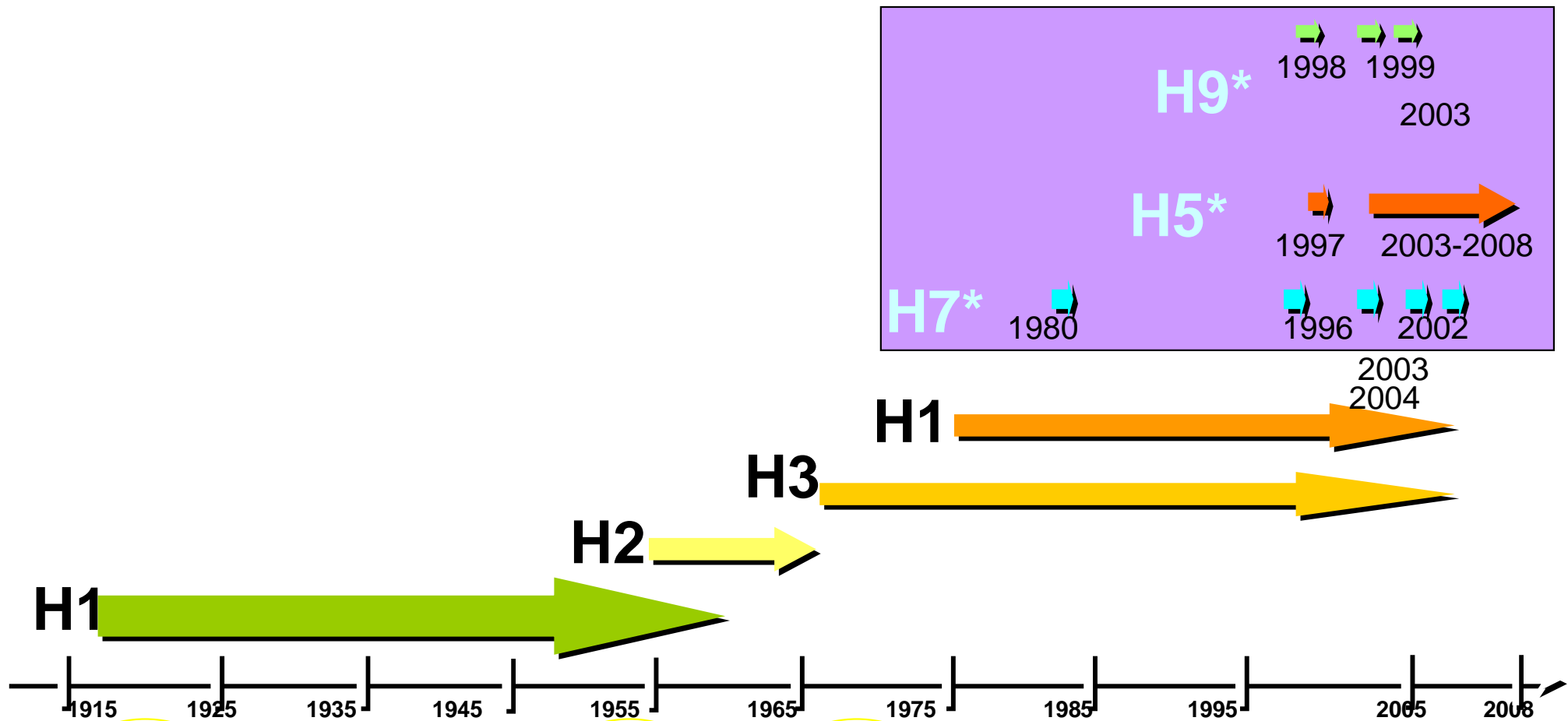
Three Criteria for a Pandemic

- ✓ A new influenza A virus appears or “emerges” in the human population, and
- ✓ It causes serious illness in humans, and
- It spreads easily from person to person in a sustained way, worldwide

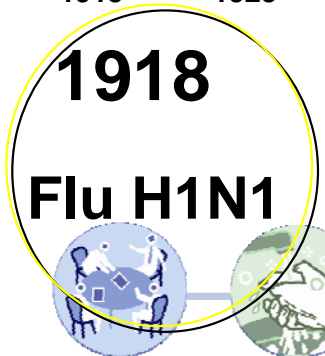
Currently there is no human pandemic influenza in the world



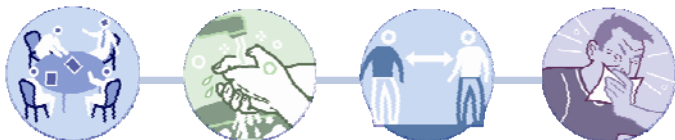
Emergence of Influenza A Viruses in Humans



* Avian Flu



The threat of influenza pandemic is real— and it's not a question of IF, but WHEN



Dr. Margaret Chan

Director-General of the World Health Organization

- Once a fully transmissible pandemic virus emerges, its international spread is considered unstoppable
- This will almost certainly be the greatest health crisis experienced for almost a century
- This will almost certainly be a major economic crisis as well



SMEWG Pandemic Influenza Train the Trainer Workshop

Address to the Pacific Health Summit
Seattle, Washington, United States of America
13 June 2007



Asia-Pacific
Economic Cooperation

A 1918-like Pandemic Today:

Potential Effects on Health and Health Systems

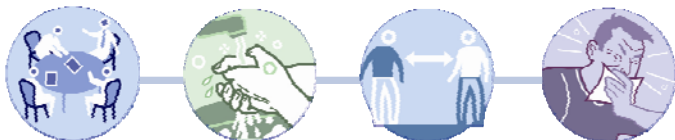
- 20-30% of people would become ill
- One-half of ill would need care
- Medical supplies will be inadequate
- Medical facilities will be overwhelmed
- More than 7 million+ deaths could occur worldwide



A 1918-like Pandemic Today:

Potential Effects on SMEs

- Up to 40% employee absenteeism possible
 - Illness
 - May need to stay home to care for ill family members
 - May need to stay home to care for children (if schools and childcare closed)
 - May feel safer at home and afraid to come to work
- Risk of death (about 2 - 7% worldwide in 1918)
- Supply chain disruptions
- Financial disruptions and pressures
- Some businesses might have to close
- Increase or decrease in demand for services
- Community disruptions (food, water, fuel)
- Restricted movement in community and restricted travel



Current WHO phase of pandemic alert

Inter-pandemic phase New virus in animals, no human cases	Low risk of human cases	1
	Higher risk of human cases	2
Pandemic alert New virus causes human cases	No or very limited human-to-human transmission	3
	Evidence of increased human-to-human transmission	4
	Evidence of significant human-to-human transmission	5
Pandemic	Efficient and sustained human-to-human transmission	6

http://www.who.int/csr/disease/avian_influenza/phase/en/index.html



Why Should SMEs Prepare for Pandemic Influenza?

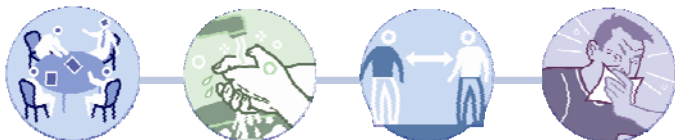
Planning may help to:

- reduce spread of the pandemic virus
- decrease the number of people who get sick and die
- help SMEs function better during a pandemic
- help maintain community essential services
- reduce the economic and social impact of a pandemic
- provide benefits now, to strengthen businesses for other types of emergencies and disease threats



Why Plan Now?

- Pandemic influenza is not like other threats
 - No damage to buildings
 - Everyone is susceptible
 - Everyone affected all at the same time
 - No planning = more illness and more death
- Prolonged response may be needed (up to 12 weeks in a community for a wave, multiple waves)
- Advance planning is needed for maintaining business continuity AND protecting health
- SMEs will have a key role in protecting the health of employees and the community
- Planning takes time, partnerships and resources



APEC Pandemic Flu Planning Guide for SMEs

A flu (influenza) pandemic is an outbreak of a new flu virus that spreads around the world. Because it is a kind of flu that is new to people, most people will not be protected (immune) from it. A very bad flu pandemic will make people sick and many may die, and will also affect your business. We do not know yet how bad a new flu pandemic will be until it happens. There is no flu pandemic now – but people can plan now to protect themselves, their families, and their businesses.



Stay in Business

- Develop a plan for your business during a pandemic.
- Test, review and update your plan as new information becomes available.
- Work out how to run your business if many of your employees can not come to work.
- Find out if local schools plan to close during a pandemic and the effect that may have on your employees.
- Plan where to get essential business supplies if you cannot get them from your normal sources.
- Plan for changes in demand for your services and products.
- Put some extra cash aside for your business to use in an emergency.
- Think about how you will communicate with employees, suppliers, and other business partners before, during, and after a pandemic.
- Plan how you will work with employees, other business partners, other companies, and the government before, during, and after a flu pandemic.



Protect your People

There may be limited or no access to vaccines and antiviral medications during a pandemic. However, other actions can protect people:

- Share information that will help employees and their families learn about pandemic flu and be ready for pandemic flu.
- People who have flu can spread it to others. Ask employees to stay home if they are sick during a pandemic.
- Most people with the flu will be cared for at home. Prepare to assist employees to care for sick family members at home.
- Slow the spread of disease: cover your nose and mouth with a handkerchief or tissue when coughing or sneezing, and be sure to wash your hands.
- Encourage your employees to wash their hands often with soap and water especially after coughing or sneezing, before eating, drinking, smoking, or touching their face.
- Flu virus can spread easily when people are close together. Plan how you will help your employees avoid large groups, continue working, and keep people apart from each other at your business.
- Wear a mask if health officials tell you to.

Prepare at Home

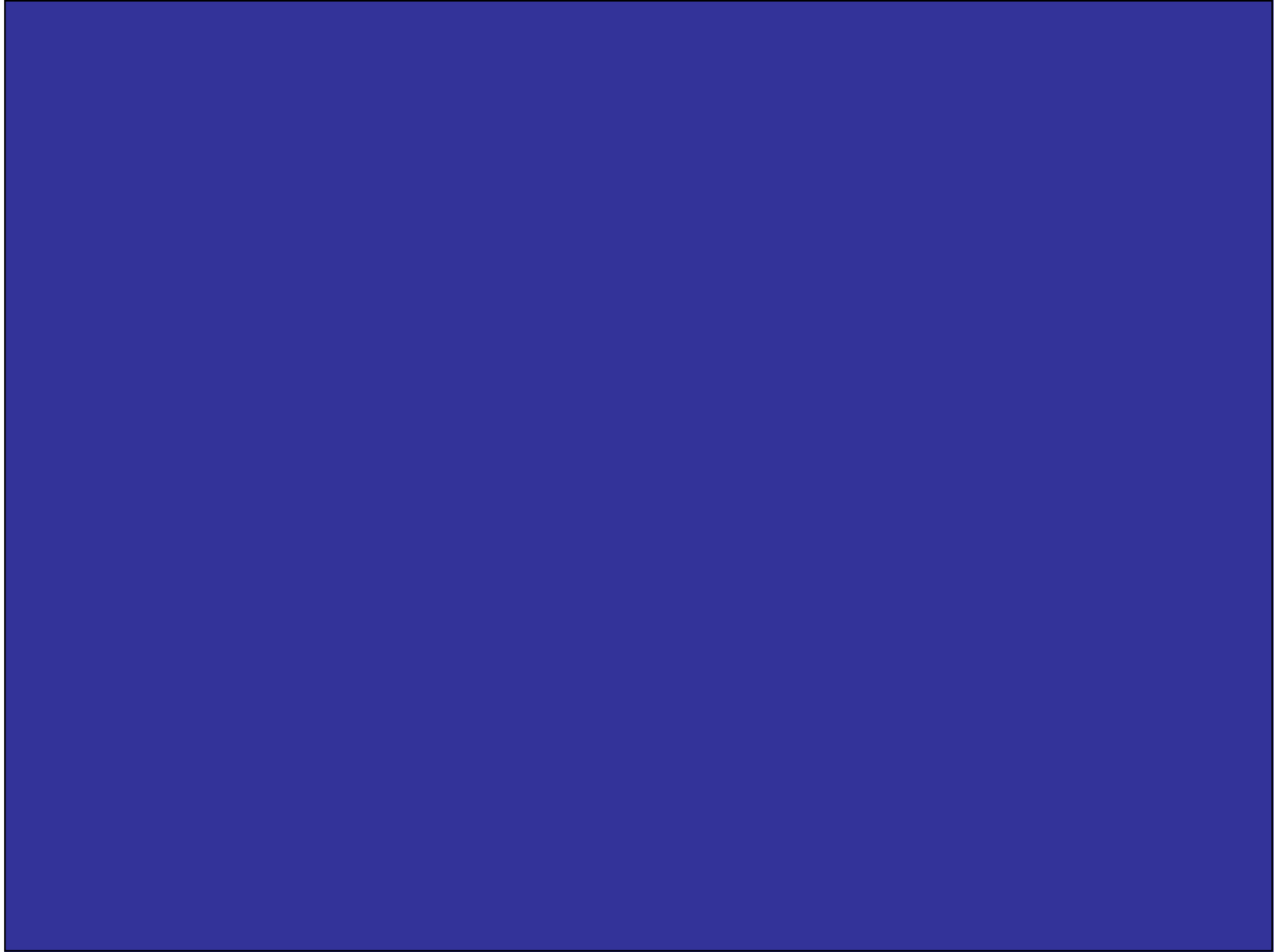
During a flu pandemic you may not be able to get to a store or market. Your town may not be able to get water to your home or business.

Stock up on:

- extra food that will not spoil;
- food and supplies for children;
- clean water to last for at least 2 weeks or a water purification system;
- flashlight and batteries;
- soap and water to wash hands;
- thermometer;
- handkerchiefs/tissues;
- extra cash;
- key documents and identification (passport, government issued identification, health records, health insurance papers);
- supplies for animals.

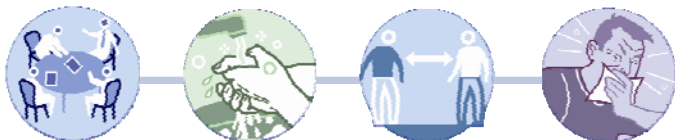


Questions or Comments



STAY IN BUSINESS

Being prepared for a Human Influenza Pandemic



Expect the Unexpected



SMEWG Pandemic Influenza Train the Trainer Workshop



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Objective

- To assist small businesses understand the likely impacts of a human influenza pandemic on their businesses
- To help SMEs get started with their preparations for a potential pandemic



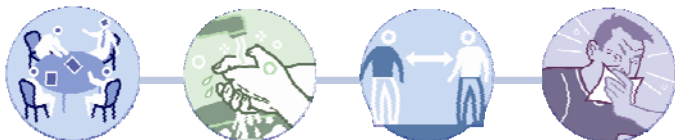
Overview

- What a pandemic will be like
- Community impacts
- Impacts on businesses
- What you can do to minimise the impact
- How to start planning
- Importance of testing your plan
- Keeping staff healthy



What will a pandemic be like?

- Influenza pandemic will be unlike any other modern disaster and will create new challenges for governments, communities and the businesses
- The actions of governments, businesses and community organisations in preparing for, and during, a pandemic will have a major impact on a country's ability to cope and recover quickly



What will a pandemic be like?

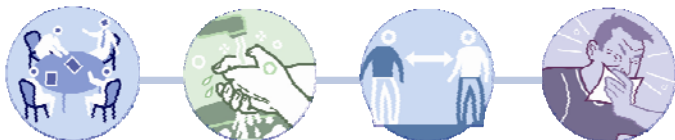
If the pandemic is as severe as Spanish influenza 1918-19, Asian Influenza 1957-58 or Hong Kong influenza 1968-69 with **no mitigation** (i.e. no public health control measures) Australia might expect:

- 13,000 deaths
- 57,900 hospitalisations
- 2.6 million outpatient visits



Working together

- A pandemic will be a time for governments, businesses, not for profit organisations and the community to work together
- Although government can assist with information and planning tools, **it is up to businesses and community organisations themselves to prepare** and ensure they are in the best position to manage the effects of a pandemic



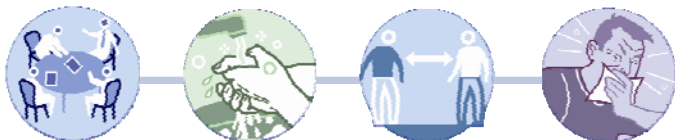
Assumptions

- A pandemic may last between 6 to 18 months and come in several waves
- Each wave may last 6 - 8 wks (unmitigated)
- Absentee rate from work of up to 50% may occur during a pandemic wave
 - absenteeism may be due to illness, death, caring for others, fear, inability to get to work



Community impacts

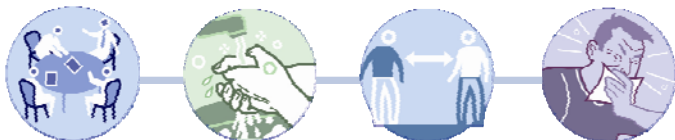
- High worker/volunteer absentee rate
- Restrictions on movement of people
- Temporary closure of venues/events
- Availability of goods and services reduced
- Fuel and energy supplies may be disrupted
- Financial implications
- Competing demands for community services
 - additional demands for counselling, mental health services and general health services



How a pandemic might affect businesses

Shortage of staff

- Plan for 25-50% staff absences at the peak of the pandemic
- It is likely there will be several waves in a pandemic



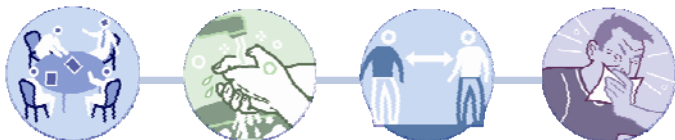
How a pandemic might affect businesses

- Shortages of supplies/ inputs to locally produced goods and services
- The movement of people/goods delayed
- Availability of services from other suppliers
- Demand for services
- Fuel and energy supplies may be disrupted
- Temporary closure of venues/events
- Financial implications



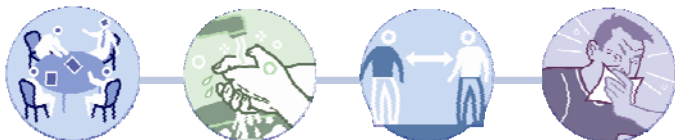
What you can do

- Identify essential business activities (& core people and skills)
- Identify the infrastructure and resources required to continue operating
- Develop mitigation strategies for disruptions
- Ensure relevant employees, customers and suppliers are aware of the contingency arrangements and that they work
- Minimise illness in workers



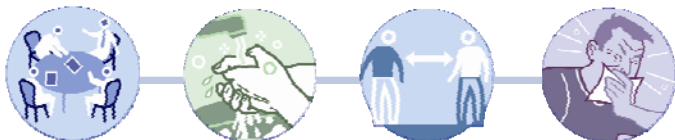
Specifically

- Identify core people & skills
- Establish a pandemic planning team
- Plan for staff absences
- Consider the effects of shortages on operations
- Establish and maintain two-way communication
- Consider human resource issues
- Test your plan
- Keep staff healthy



Identify core people & skills

- What are the 'essential' parts of the business?
- Who are the core people and what skills are required?
- Are there sufficient backups for them or are other resources available?
- Is it possible to operate remotely?
- Who are the core people to manage the pandemic plan?
- What systems rely on periodic physical intervention?
- Do you have adequate operating infrastructure?



Pandemic Planning Team

**But Do You Have Enough
People To Do These Jobs?**



Plan for staff absences

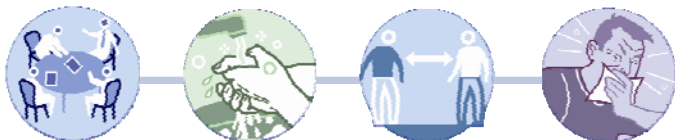
Strategies to help lessen the impact include:

- Share critical information and general knowledge
- Identify backup personnel for key positions
- Encourage staff to multi-task (learn other's jobs)
- Plan to scale down operations at various absenteeism levels
- Establish work from home policies
- Conduct exercises to see how reduced staffing affects your business



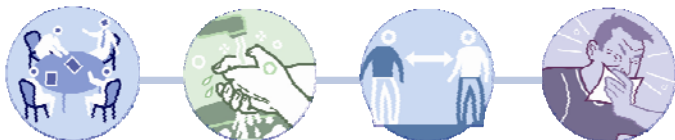
Shortages of supply

- Consider the need for ensuring adequate availability of essential supplies
- Absences of transportation staff & disruptions may affect production and delivery of needed supplies. Supply lines may also be affected by travel restrictions
- International air and ship movements may be disrupted which may impact on both imported and exporting activities



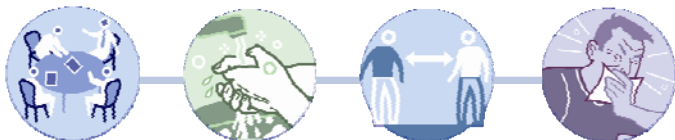
Two-way communication

- Know if or when the pandemic phase changes
- Become aware of developments in treatments or new information
- Know about the spread in other countries
- Implement quarantine arrangements
- Be able to contact staff and customers quickly (e.g. for business closures)



Human resource issues

- Identification of triggers where you might decide to stay open for business or close (if a non-essential services)
- Consideration of employee risks
- Application of relevant legislation



Human resource issues

Managing fear and anxiety

- Communicate the possibility of a pandemic, and your organisation's preparedness to manage it early to staff
- Discuss with staff possible health and safety issues, the potential for stand down, and leave arrangements if they are ill or need to look after children or relatives
- Communicate your management plan to staff, including during the pandemic itself



Human resource issues

- Consider establishing a 'communication's tree' so that people can keep in touch
- Establish a way of following-up on staff who have not reported to work and may be ill

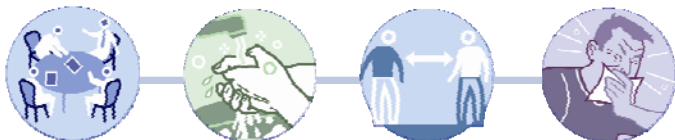
Supporting families

- How might you assist essential workers who are needed at work, with childcare arrangements.
- Consider their needs to have regular contact with their families to ensure they are safe and well



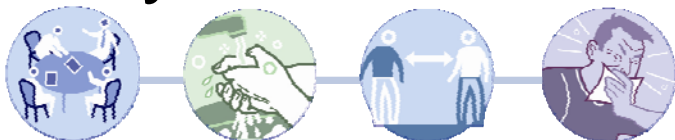
Test your plan

- Once developed - test your plan to know how well it might work in a real situation and if you have overlooked anything
- Official advice of a change in the pandemic phase may signal to businesses the need to activate business continuity plans or specific actions in those plans
- Having well rehearsed plans in place can help you know when to activate all, or some sections, in your business continuity plan



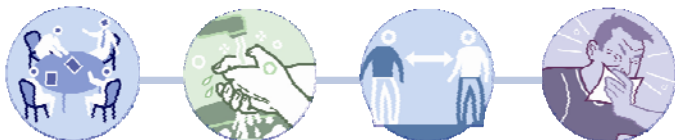
Keep staff healthy

- Follow normal health and hygiene procedures everyday at home or the office
- Implement additional measures (cleaning) to minimise the transmission of the virus through environmental sources, particularly hard surfaces
- Influenza can spread in internal spaces that are not adequately ventilated. All internal spaces should be well ventilated, and air-conditioning systems well maintained



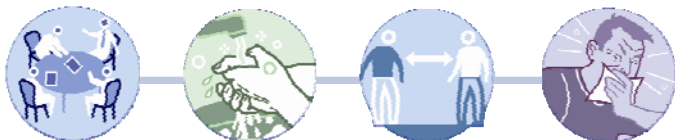
Keep staff healthy

- Use of personal protective equipment – masks and protective barriers
- Perspex or glass may provide useful protection for people such as front counter staff, where social distancing is not practicable
- Reducing contact with others - the virus can travel up to one metre when someone sneezes or coughs
- Keeping sick workers at home



Keep staff healthy

- Restricting staff travel - governments publish travel advisories for those travelling overseas
- Duty of care to customers - Businesses should take reasonable steps to ensure that their customers are provided with as much assistance as possible, including in a pandemic, without exposing others to a risk



Help protect staff from getting sick

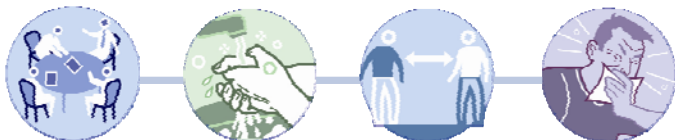
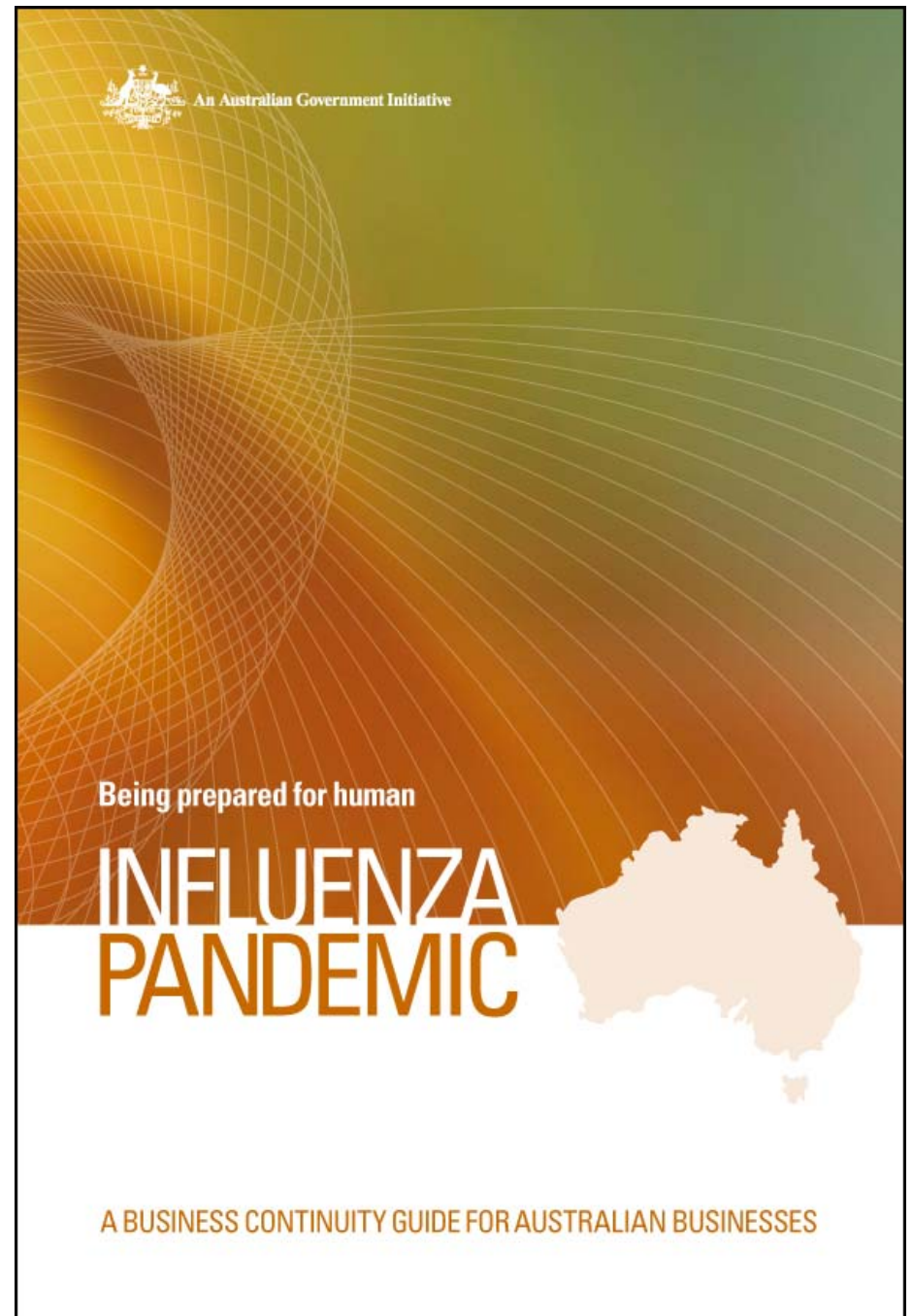
<i>Influenza protection measure</i>	<i>Where applicable</i>
Hand hygiene, cough etiquette, ventilation and washing surfaces	Everyone, all the time
Social distancing	Everyone, whenever practical
Protective barriers	In situations where regular work practice requires unavoidable, relatively close contact with the public
Disposable surgical mask	Workers in any community or health care setting who are caring for the sick
Disposable PS (N95) masks, eye protection, gloves, gowns/aprons	Masks should be used for those who are involved in performing aerosol generating procedures and invasive therapies and for those who are in close contact of an infectious person



Resources

Comprehensive
Business Continuity Guide
for use by Australian
Businesses

www.innovation.gov.au



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Influenza Pandemic Kit for Small Businesses

www.innovation.gov.au



A KIT FOR **SMALL BUSINESSES**



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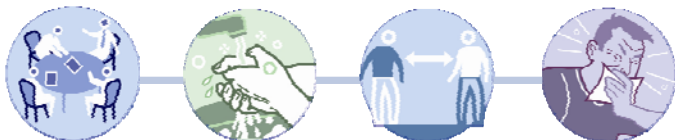
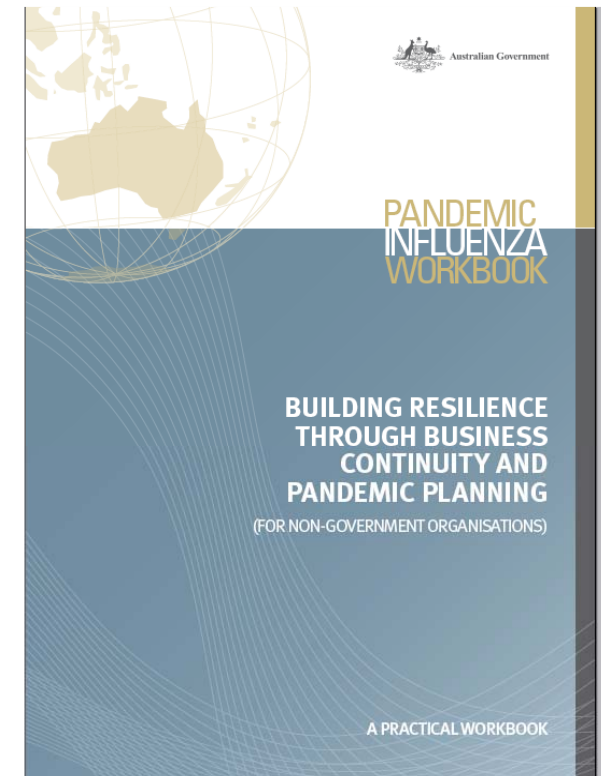


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Resources

Building resilience
through business
continuity and
pandemic planning –
booklet and
workbook

www.fahcsia.gov.au



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Resources

National Action Plan for Human Influenza Pandemic (Australia) www.pmc.gov.au/publications/pandemic

The Australian Department of Health and Ageing
www.health.gov.au/pandemic

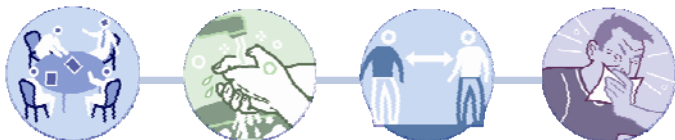
Current reports on influenza H5N1 cases in humans and related issues can be found at the WHO website.
www.who.int/csr/disease/avian_influenza/en/index.html

The *Centers for Disease Control and Prevention* :
www.pandemicflu.gov

Business continuity online newsletter is available for free subscription. Visit:
<http://www.continuitycentral.com/subscribe.htm>



QUESTIONS



Protect the Health of Your People



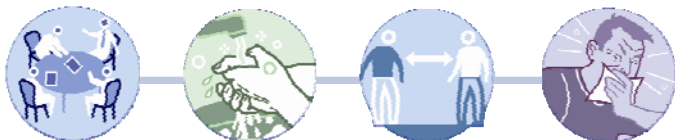
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Protect the Health of Your People

- How is flu transmitted?
- How to break the cycle of transmission
- Early, targeted, and layered strategies
- Planning issues for SMEs



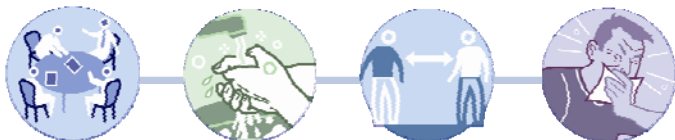
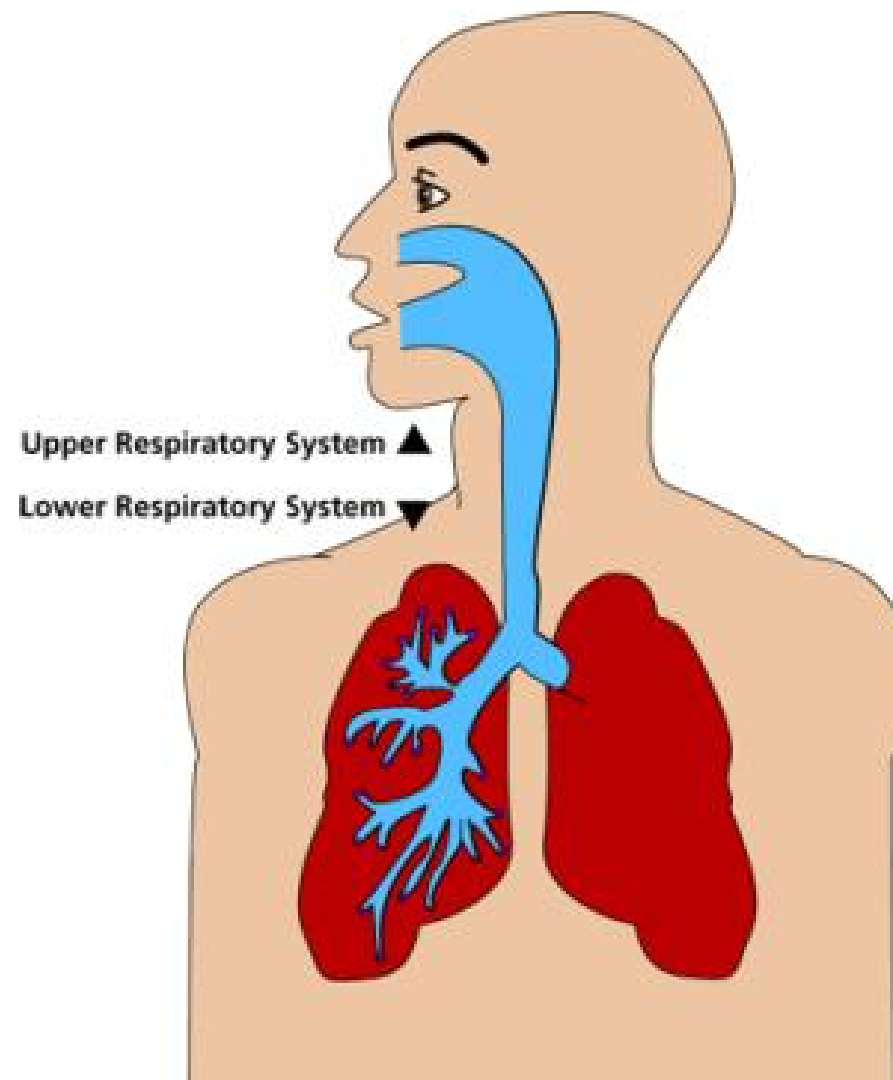
Influenza Virus Transmission

- Respiratory route
 - Primarily by large droplets
 - Possibly small particle “short distance” aerosols
- Contact
 - Hand contact with secretions

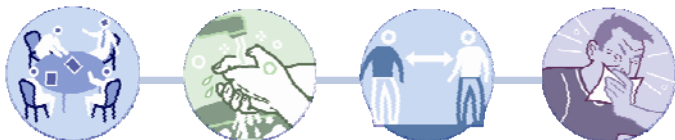


Why Bird Flu is Not So Easily Spread To and Among Humans

- Cell receptors for avian viruses are found in the lower respiratory system
- For the viruses to be transmitted efficiently, they have to multiply in the upper respiratory system so that they can be transmitted by coughing and sneezing.



How Do We Break The Cycle of Transmission?



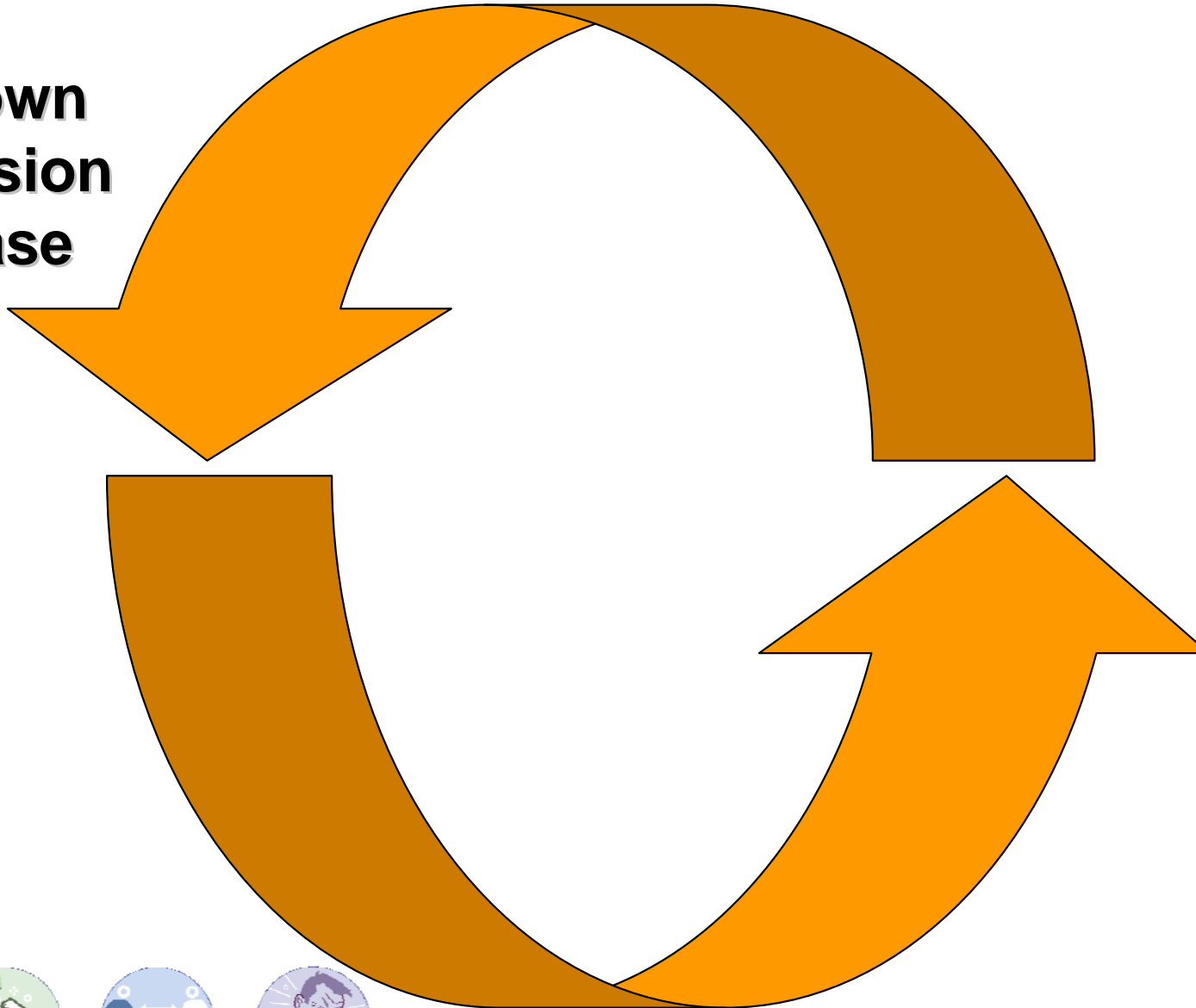
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Preparing for a Severe Pandemic

**Drive down
transmission
of disease**



**Improve
capacity
of medical
care
systems**



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Potential Tools in Our Toolbox

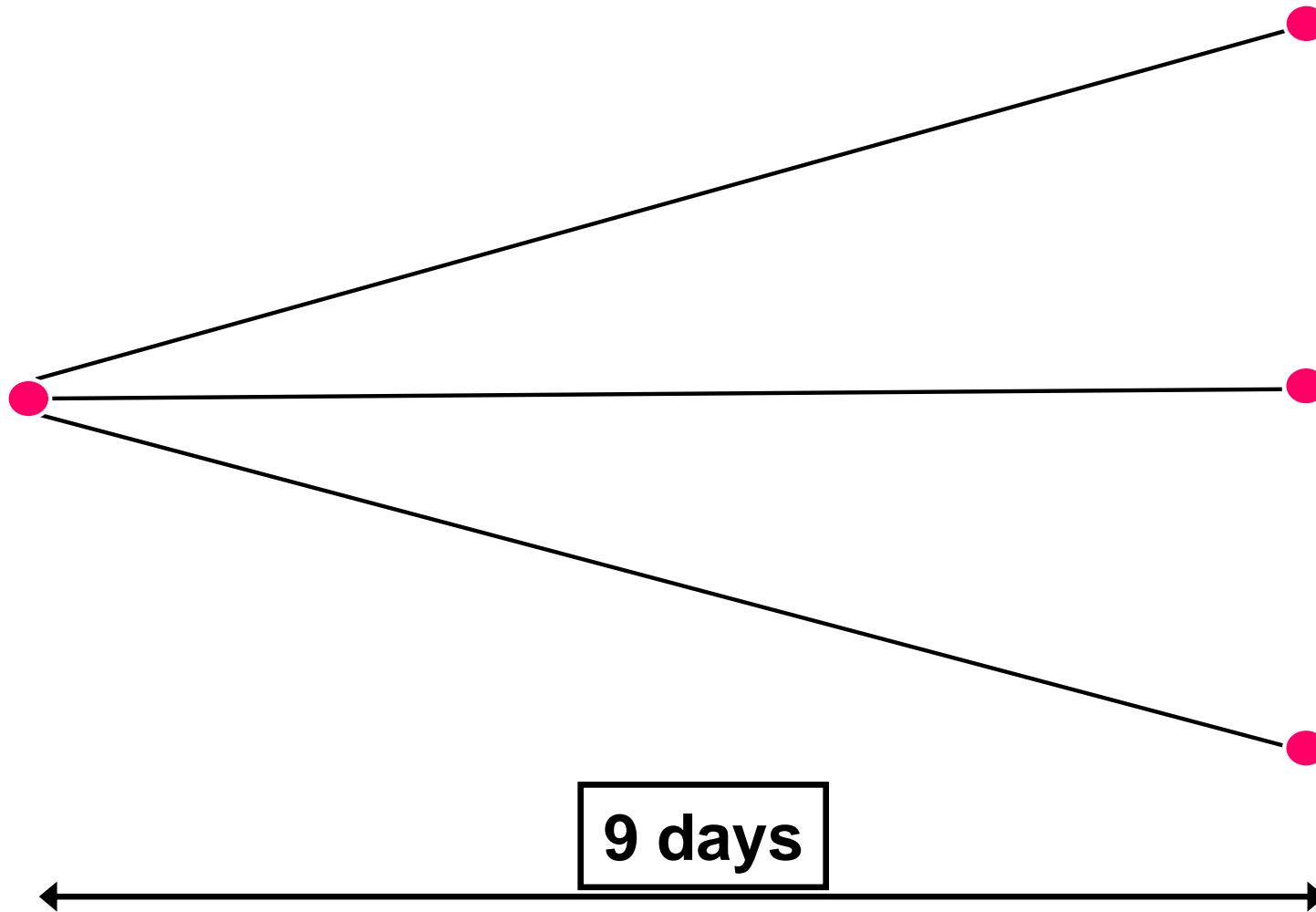


- **Pandemic Vaccine** – will probably be unavailable during the first wave of a pandemic
- The supply of **antiviral** medications is limited
- **Infection control and social distancing measures:**
 - Transmission Interventions (Infection Control)
 - Contact Interventions (Social Distancing)



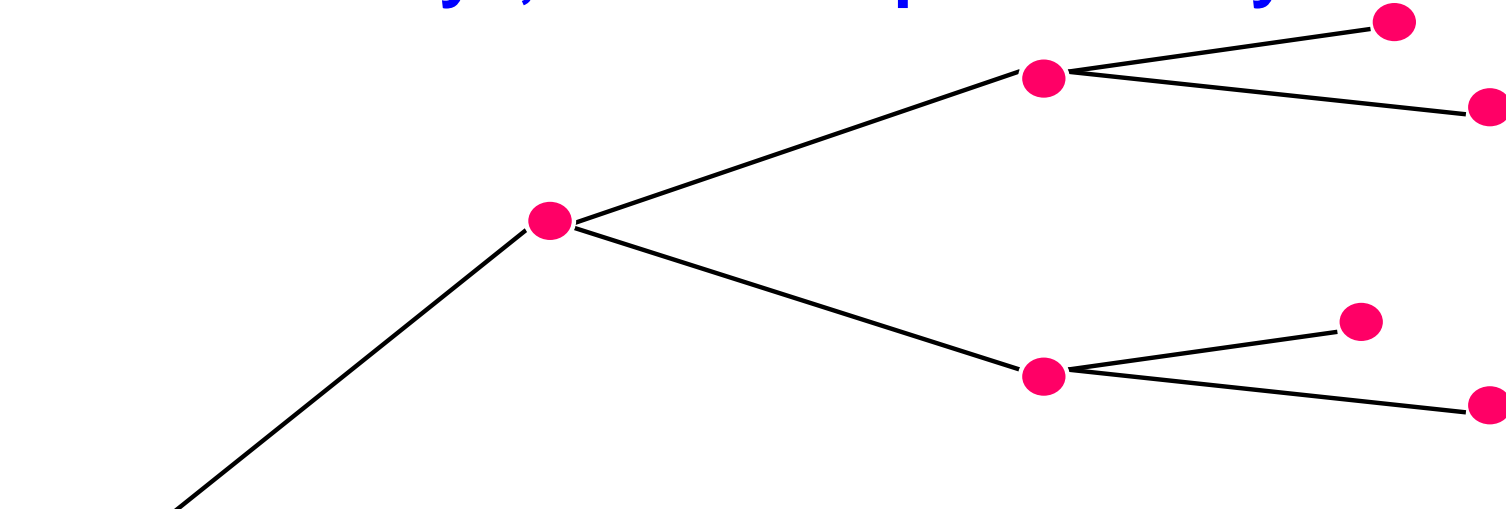
SARS:

Within 9 days, each sick person infected about 3 others*

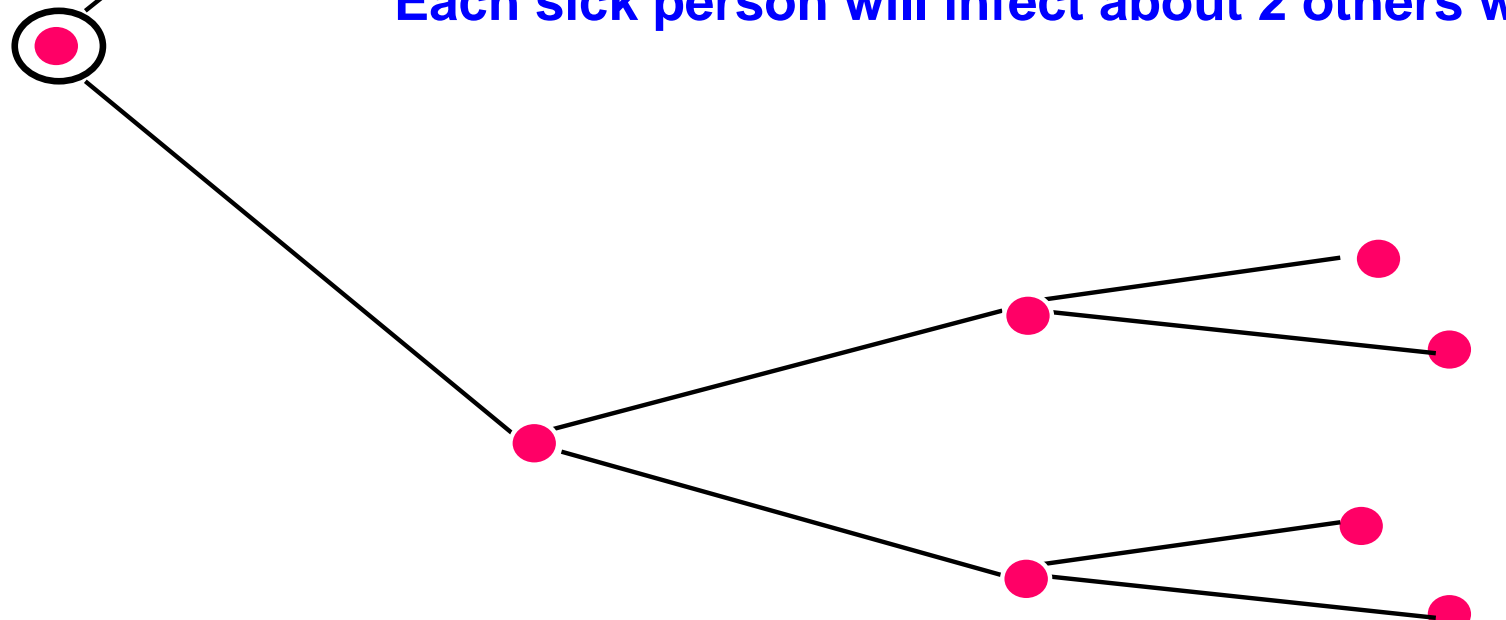


Influenza:

Within 9 days, each sick person may infect 14 others!



Each sick person will infect about 2 others within 2-3 days

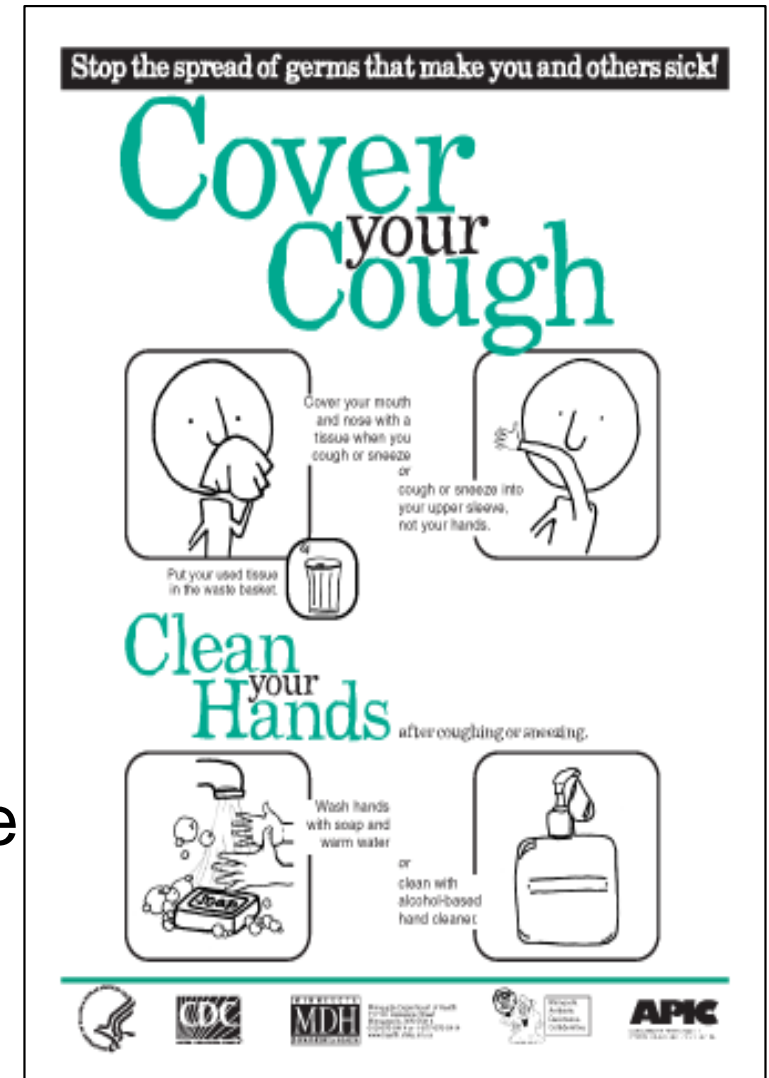


9 days



Infection Control Measures

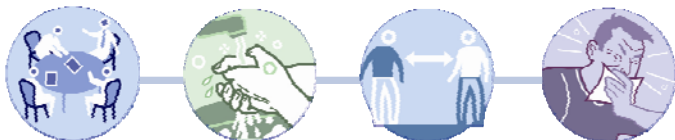
- Transmission Interventions (Infection Control)
 - Hand hygiene
 - Facemasks
 - Cough and sneeze etiquette
 - Sick people stay home (isolation)
 - Perhaps stay home if have an ill household member (voluntary home quarantine)
 - Environmental cleaning



Social Distancing Measures

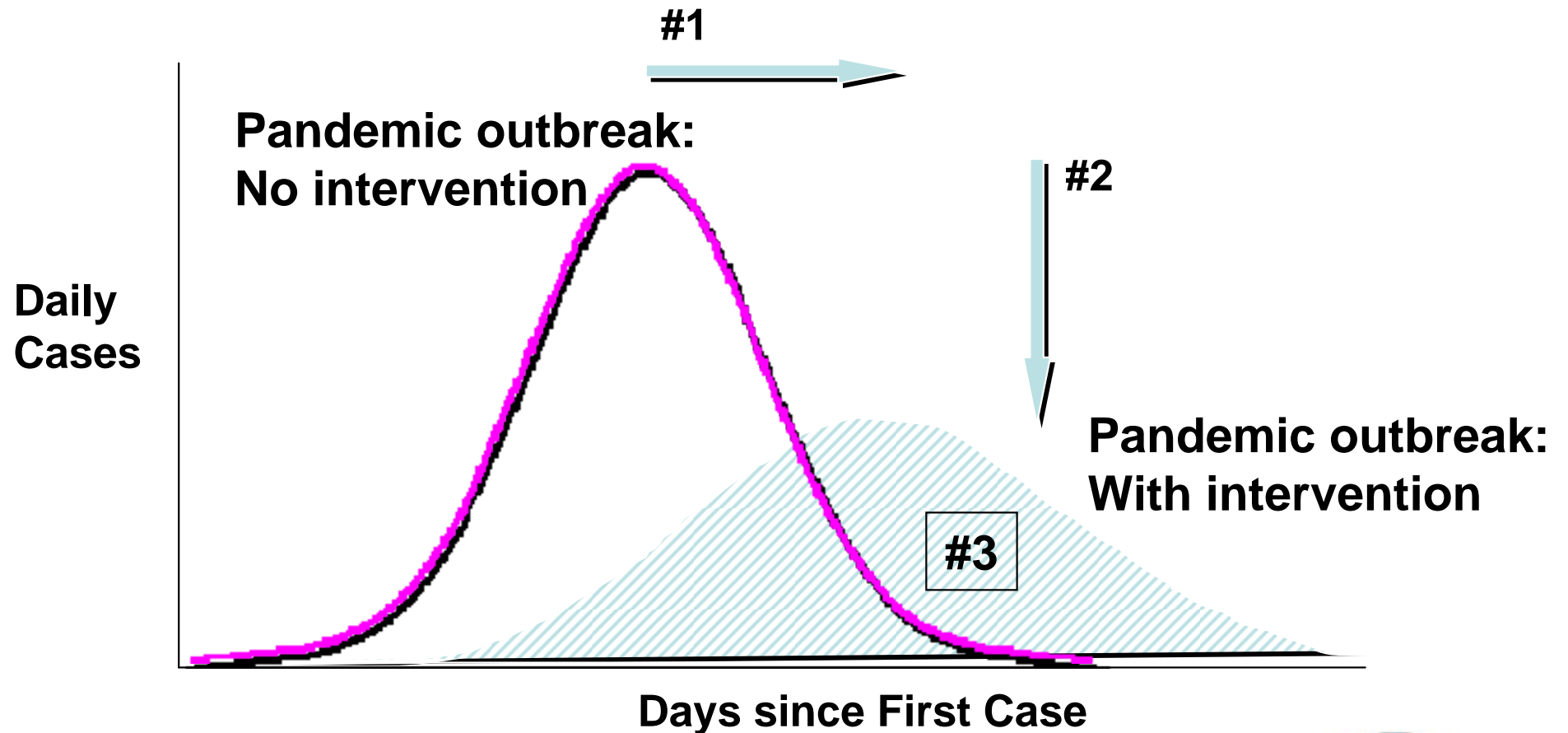
Contact Interventions (Social Distancing)

- Protect children and teens
 - Schools may close
 - Childcare programs may closure
 - Perhaps keeping children and teens at home
- Cancellation of mass gatherings
- Alternatives to face-to-face contact at work
- Increasing distance between people (>1-2 meters)
- Decreasing number of contacts



Goals for Mitigating a Pandemic

1. Delay disease transmission and outbreak peak
2. Reduce peak burden on community and infrastructure
3. Diminish overall number of people who get sick and die





Interim Pre-pandemic Planning Guidance: Community Strategy for Pandemic Influenza Mitigation in the United States—

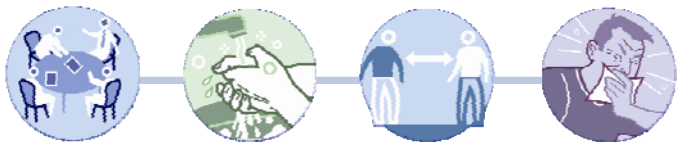
Early, Targeted, Layered Use of Nonpharmaceutical Interventions



Early, Targeted & Layered Community Mitigation Strategies



EARLY



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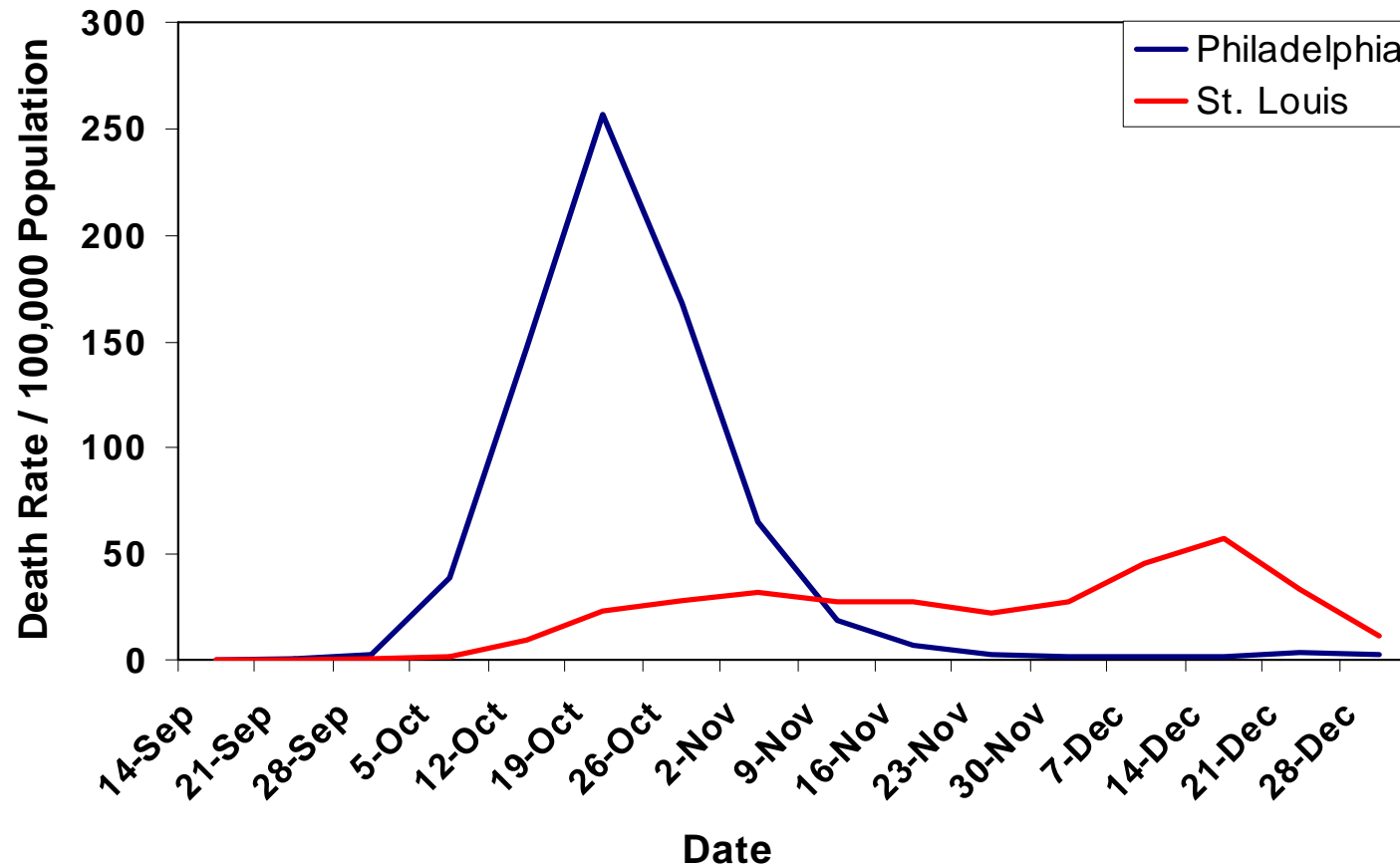
1918 Outcomes by U.S. City

City	First Cases	Death Rate
Boston	8/27/18	5.7
Philadelphia	By 9/11/18	7.4
New Haven	Week of 9/11/18	5.1
Chicago	9/11/18	3.5
New York	Before 9/15/18	4.1
Pittsburgh	Mid-9/18	6.3
Baltimore	9/17/18	6.4
San Francisco	9/24/18	4.7
Los Angeles	"Last days 9/18"	3.3
Milwaukee	9/26/18	1.8
Minneapolis	9/27/18	1.8
St. Louis	Before 10/3/18	2.2
Toledo	"First week 10/18"	2.0

Death rate from influenza and pneumonia / 1000 population: "Causes of Geographical Variation in the Influenza Epidemic of 1918 in the Cities of the United States," *Bulletin of the National Research Council*, July, 1923, p.29.



Comparing outcomes during the 1918 pandemic in two US Cities: Philadelphia and St. Louis



Source: Hatchett, Mecher, & Lipsitch. Public health interventions and epidemic intensity during the 1918 influenza pandemic. PNAS Early Edition. April 6, 2007



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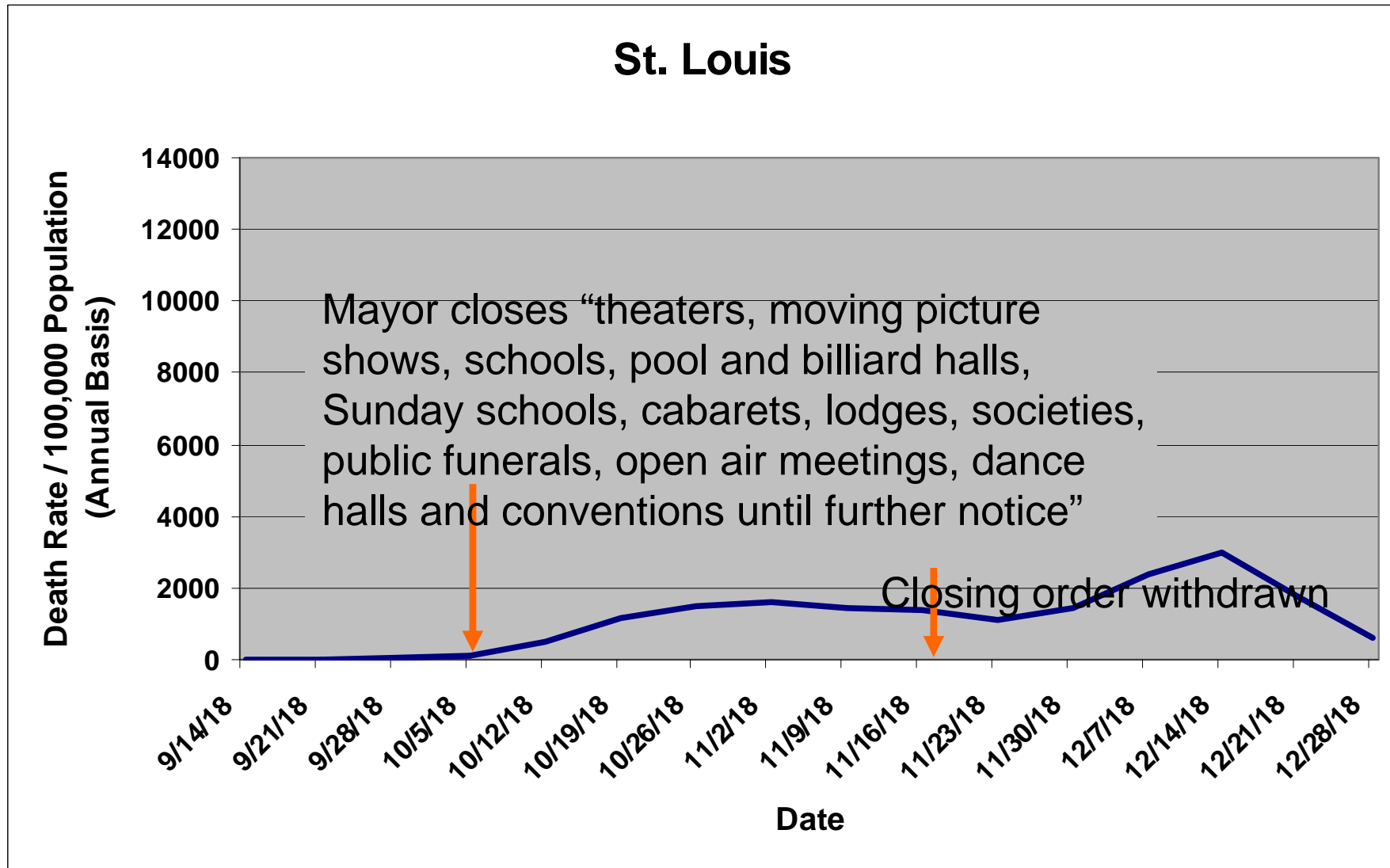
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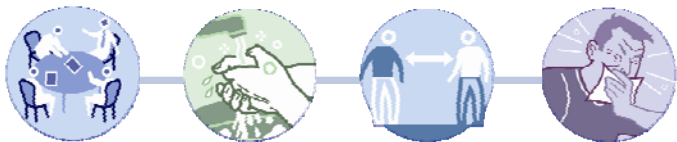
Liberty Loan
Parade

Sept 28 1918

St. Louis



TARGETED

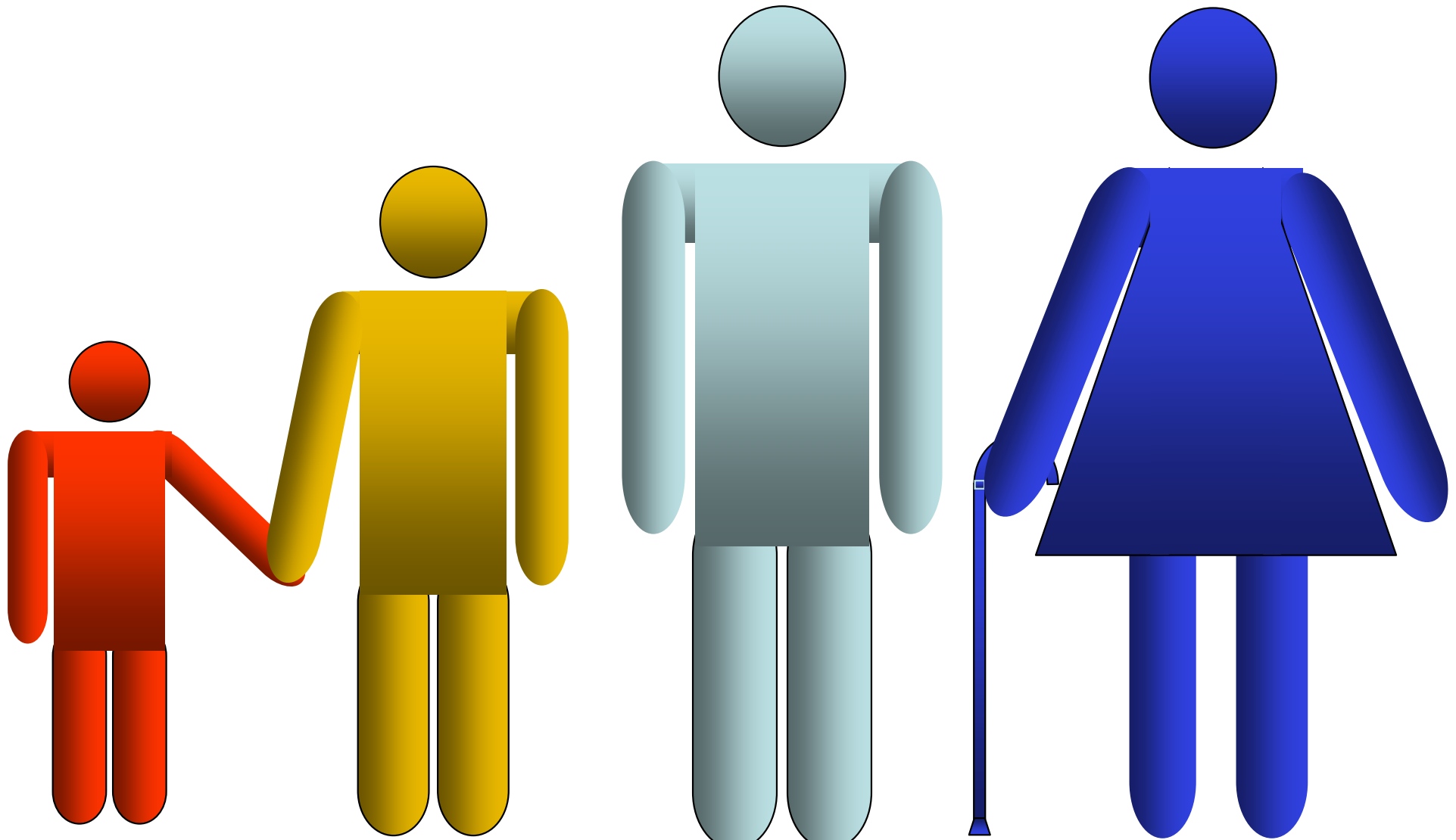


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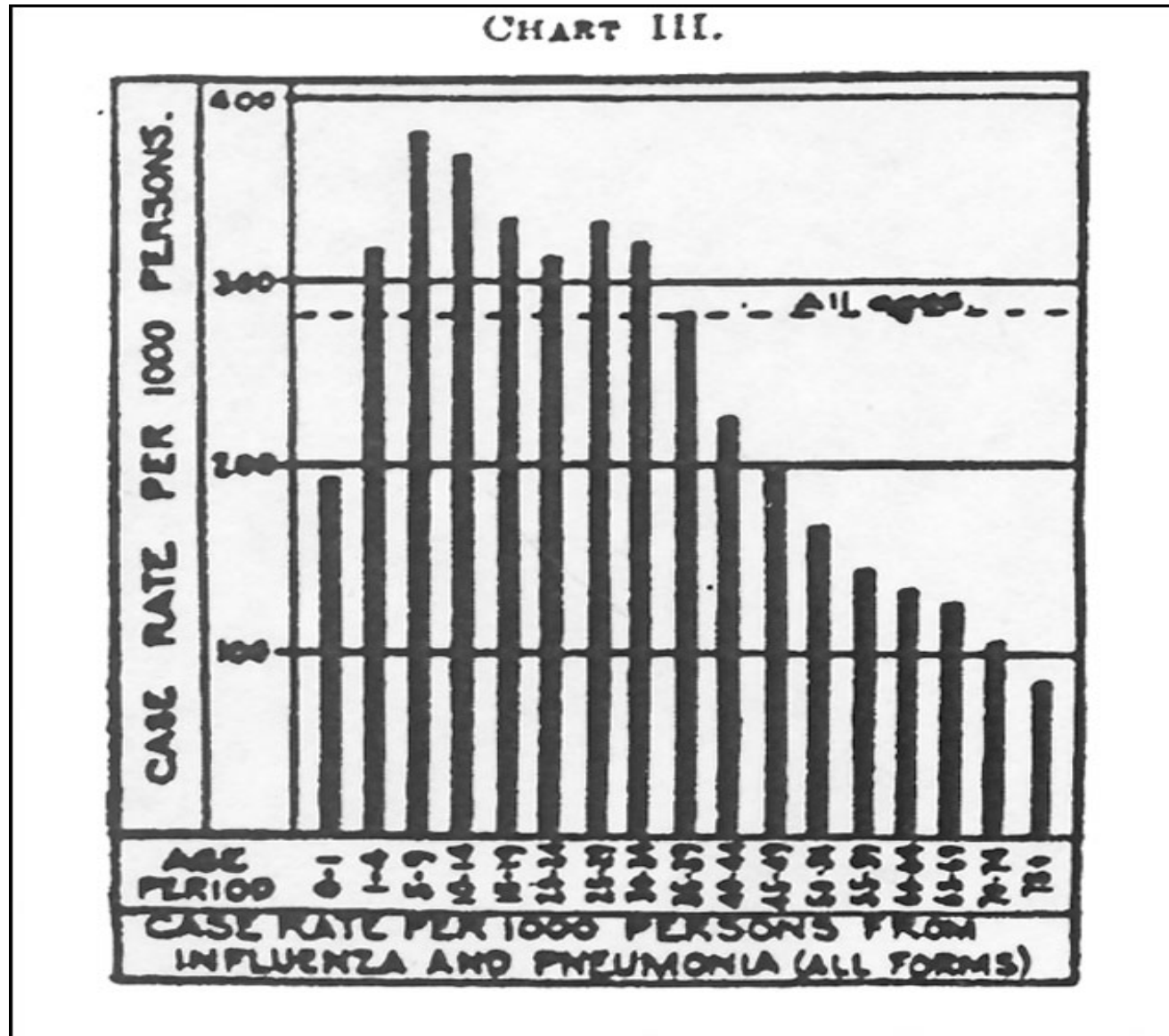


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Children Are Efficient Transmitters of Influenza



1918 Age-specific Attack Rates



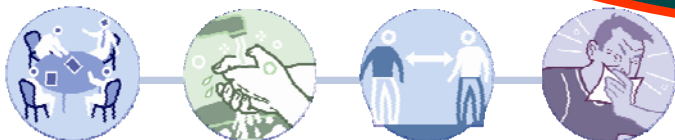
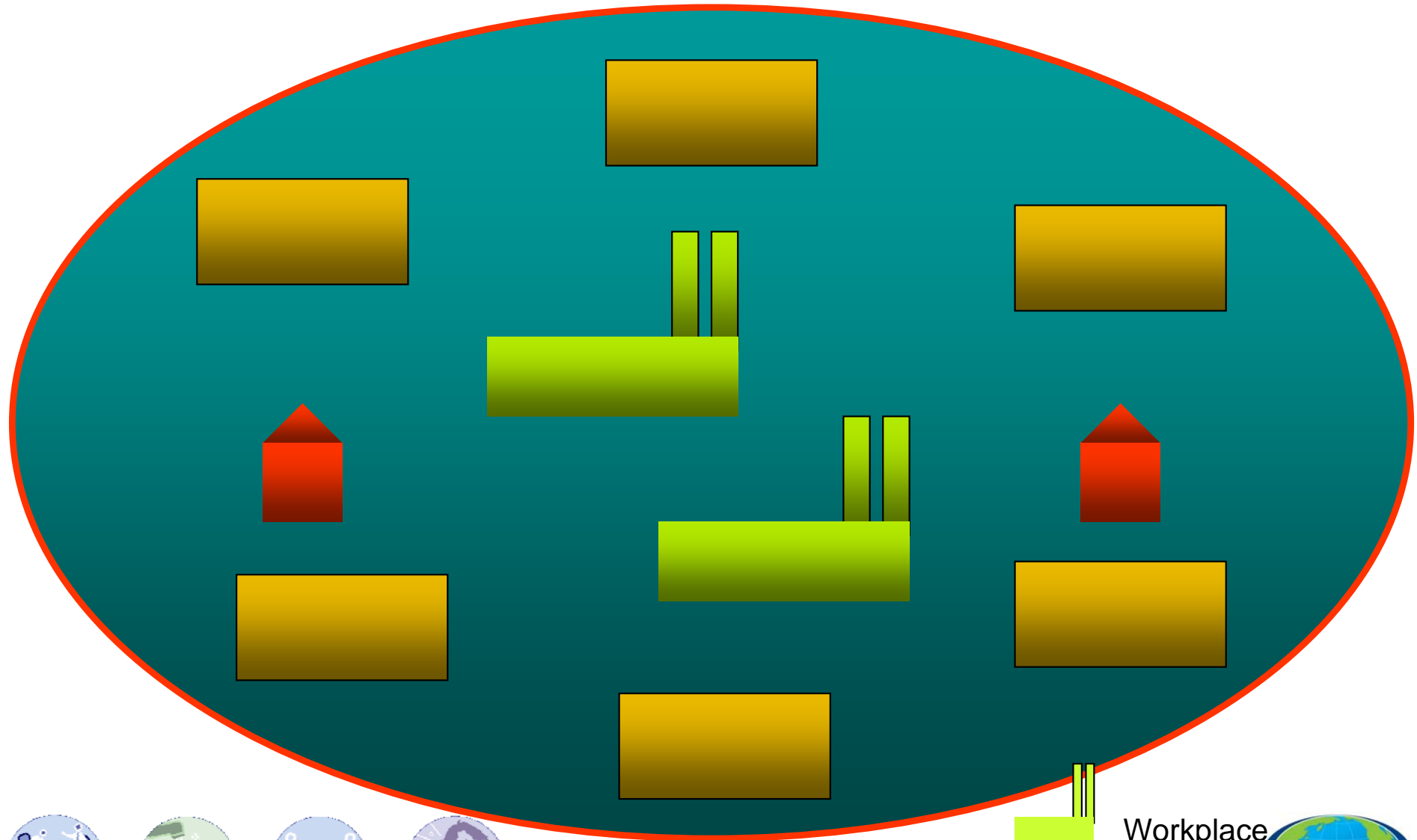
McLaughlin AJ. Epidemiology and Etiology of Influenza. Boston Medical and Surgical Journal, July 1920.



Social Density in Schools



Transmission Occurs Where People Spend a Lot of Time Together



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Workplace
Household
School

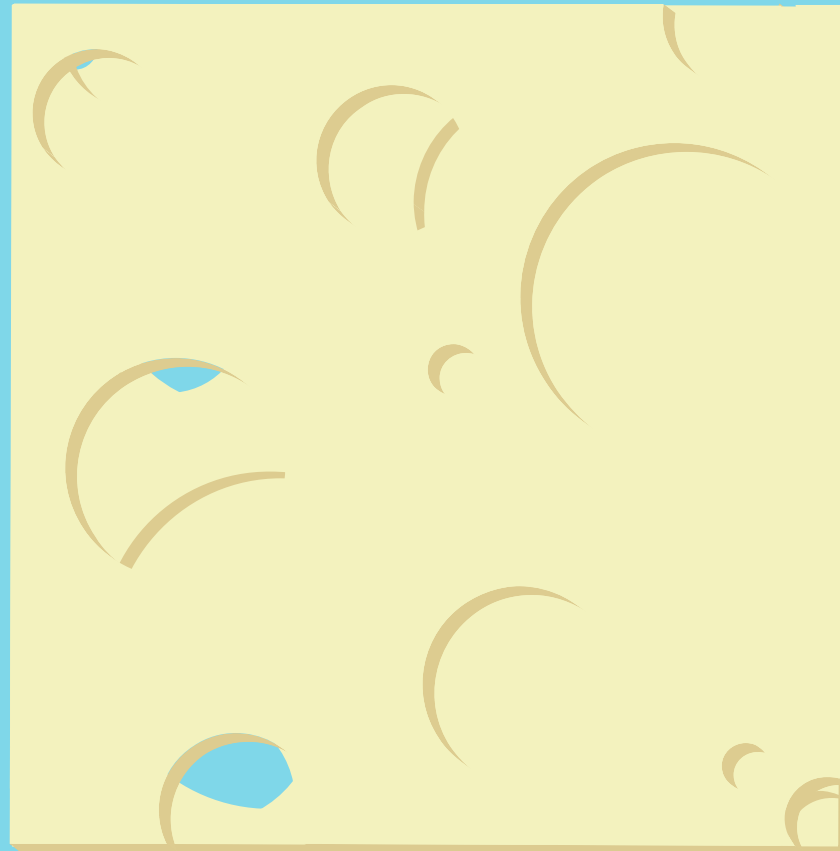


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LAYERED



Layered Solutions

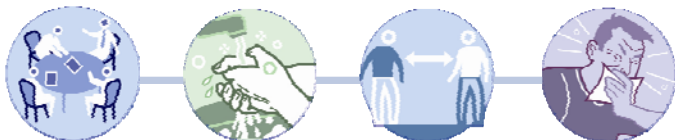


U.S. Community Mitigation Interventions



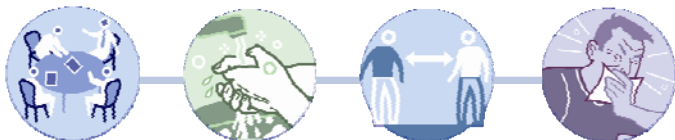
1. Asking **sick people to stay home** and treating them with antiviral medications
2. Asking **household members of a sick person to stay home**
3. **Dismissing children from schools and closing childcare** and keeping kids and teens from re-congregating and mixing in the community
4. **Social distancing** at work and in the community

Implementing measures in a uniform way as early as possible during community outbreaks



Considerations for Community Mitigation Strategy

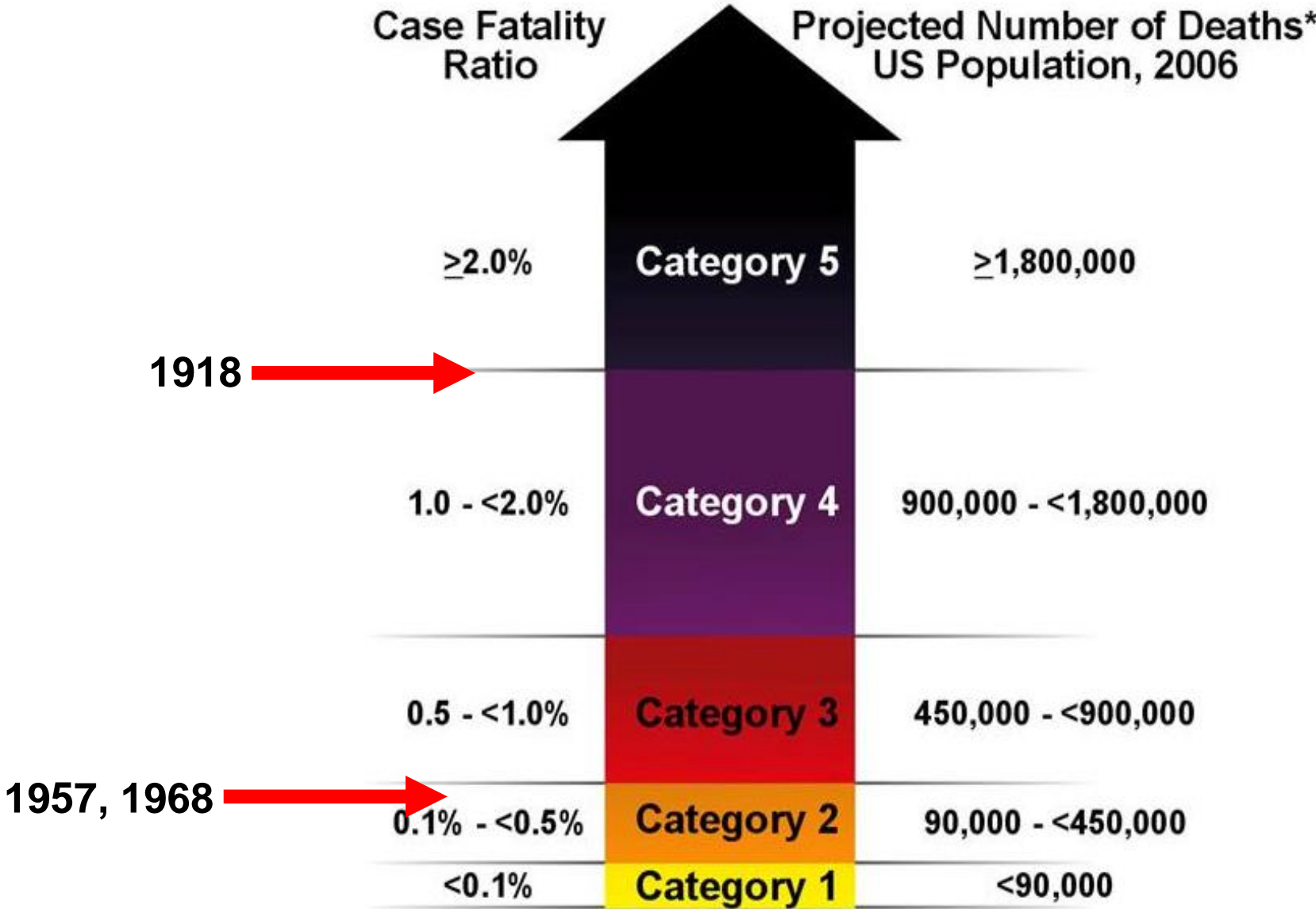
- Voluntary restrictions preferred
- Interventions based on best available science
- Important for SMEs and all employers to ask sick people to stay home
- Public engagement crucial
- Balance individual benefit and common good
- Planning to reduce adverse consequences of strategy





Social Distancing

U.S. Pandemic Severity Index



*Assumes 30% illness rate
and unmitigated pandemic
without interventions

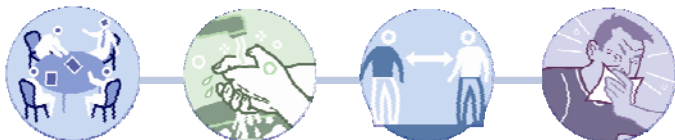


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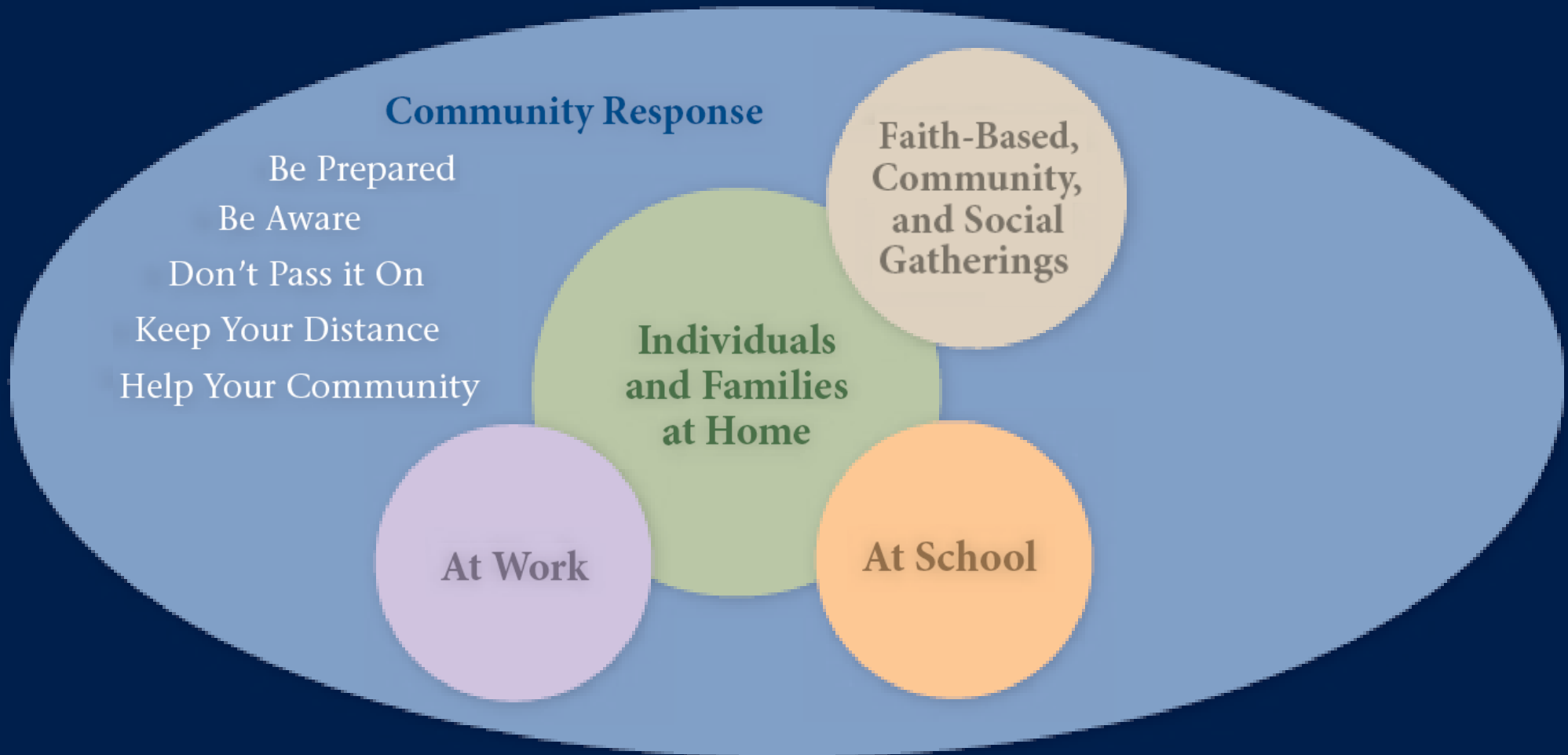
Summary

- SMEs can take action to reduce transmission of pandemic influenza and protect the health of their workers and the community!

Planning is **CRITICAL** for Implementation!



Individual, Family, and Community Response to Pandemic Influenza

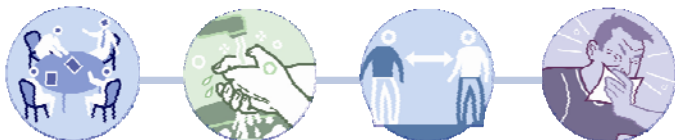


Closing Thoughts

Leadership

Imagination

Resilience



APEC Pandemic Flu Planning Guide for SMEs

A flu (influenza) pandemic is an outbreak of a new flu virus that spreads around the world. Because it is a kind of flu that is new to people, most people will not be protected (immune) from it. A very bad flu pandemic will make people sick and many may die, and will also affect your business. We do not know yet how bad a new flu pandemic will be until it happens. There is no flu pandemic now – but people can plan now to protect themselves, their families, and their businesses.



Stay in Business

- Develop a plan for your business during a pandemic.
- Test, review and update your plan as new information becomes available.
- Work out how to run your business if many of your employees can not come to work.
- Find out if local schools plan to close during a pandemic and the effect that may have on your employees.
- Plan where to get essential business supplies if you cannot get them from your normal sources.
- Plan for changes in demand for your services and products.
- Put some extra cash aside for your business to use in an emergency.
- Think about how you will communicate with employees, suppliers, and other business partners before, during, and after a pandemic.
- Plan how you will work with employees, other business partners, other companies, and the government before, during, and after a flu pandemic.



Protect your People

There may be limited or no access to vaccines and antiviral medications during a pandemic. However, other actions can protect people:

- Share information that will help employees and their families learn about pandemic flu and be ready for pandemic flu.
- People who have flu can spread it to others. Ask employees to stay home if they are sick during a pandemic.
- Most people with the flu will be cared for at home. Prepare to assist employees to care for sick family members at home.
- Slow the spread of disease: cover your nose and mouth with a handkerchief or tissue when coughing or sneezing, and be sure to wash your hands.
- Encourage your employees to wash their hands often with soap and water especially after coughing or sneezing, before eating, drinking, smoking, or touching their face.
- Flu virus can spread easily when people are close together. Plan how you will help your employees avoid large groups, continue working, and keep people apart from each other at your business.
- Wear a mask if health officials tell you to.

Prepare at Home

During a flu pandemic you may not be able to get to a store or market. Your town may not be able to get water to your home or business.

Stock up on:

- extra food that will not spoil;
- food and supplies for children;
- clean water to last for at least 2 weeks or a water purification system;
- flashlight and batteries;
- soap and water to wash hands;
- thermometer;
- handkerchiefs/tissues;
- extra cash;
- key documents and identification (passport, government issued identification, health records, health insurance papers);
- supplies for animals.



SME Preparedness is linked to Individual and Family Preparedness!

Prepare at Home



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Prepare at Home

Individual / Family Preparedness
is the foundation of
business and community preparedness

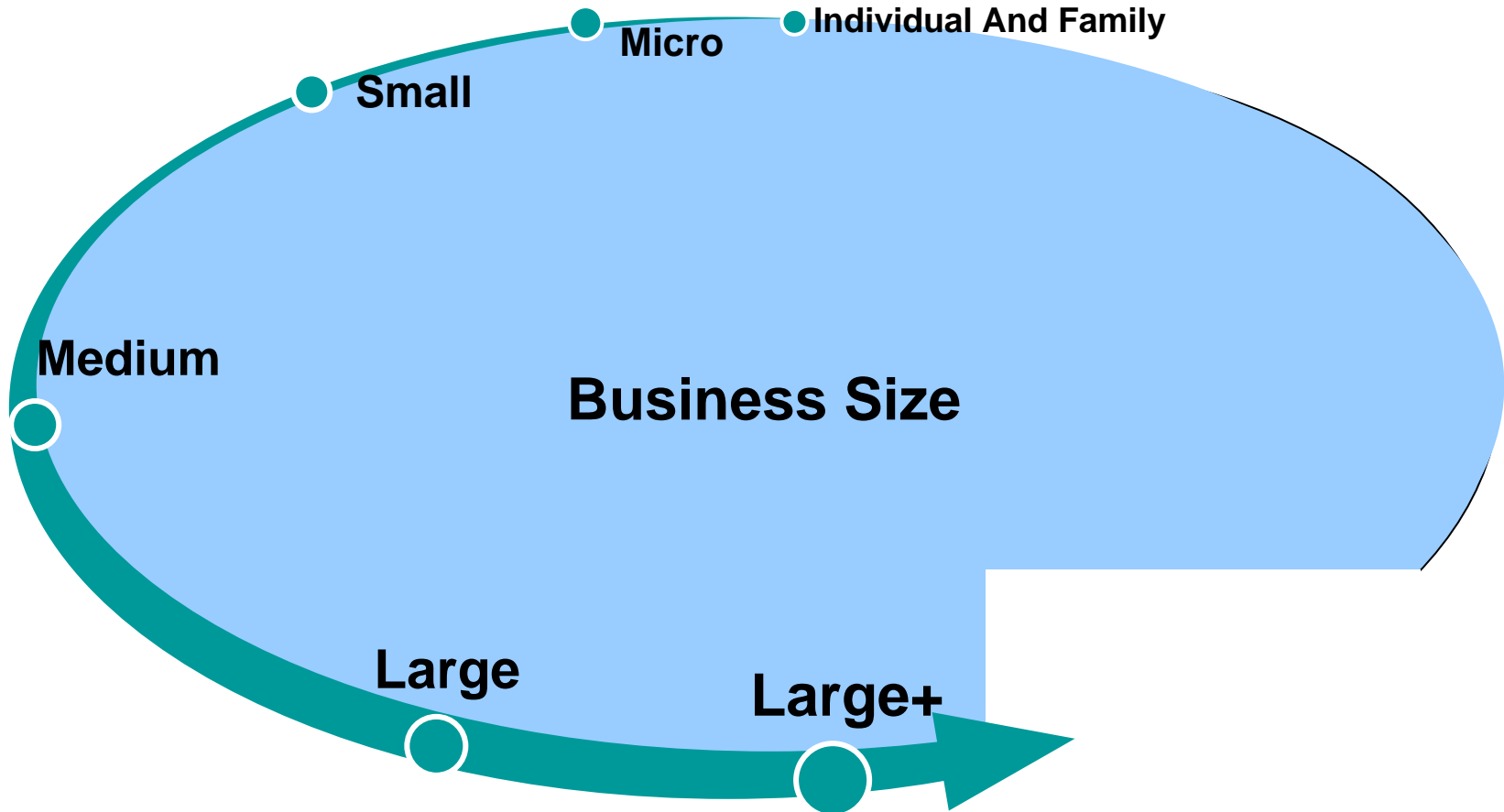


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Business Preparedness



Prepare at Home

Why should employees of SMEs prepare at home?

During a flu pandemic there may be disruptions in communities

People may not be able to get to a store or market

Stores and marketplaces may be temporarily closed

Communities may not be able to get water to homes or businesses

The better employees are prepared at home, the more resilient they are

**When employees are prepared at home,
business preparedness is improved**



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Prepare at Home

Stock up on:

- extra food that won't spoil
- food and supplies for children
- clean water to last for at least 2 weeks or a water purification system
- flashlight and batteries
- soap and water to wash hands
- thermometer
- handkerchiefs/tissues
- extra cash
- key documents and identification (passport, government issued identification, health records, health insurance papers, extra copy of business papers)
- extra supplies for animals



Prepare at Home

Issues for Employee planning at home:

BE PREPARED

- **Plan for the possibility that usual community services may be disrupted**
- **Ask your employer about how business will continue during a pandemic**
- **Plan for the possible reduction or loss of income if you are unable to work or your place of employment is closed**
- **Check with your employer about leave policies**
- **Make a plan to take care of children if schools close**
- **Make a plan to care for sick family members or neighbors who live alone**
- **Prepare backup plans for taking care of loved ones who are far away**
- **Find out if you can work from home**
- **Consider other ways to get to work, or, if you can, work at home**



Prepare at Home

Issues for Employee planning at home:

STAY HEALTHY

- Take common-sense steps to limit the spread of germs
- Wash hands frequently with soap and water
- Cover your mouth and nose with a tissue when you cough or sneeze
- Put used tissues in a waste basket
- Cough or sneeze into your upper sleeve if you don't have a tissue
- Clean your hands after coughing or sneezing. Use soap and water or an alcohol-based hand cleaner
- Wear a facemask if you have to be in a crowded setting
- Stay at home if you are sick



Prepare at Home

Issues for Employee planning at home:

BE INFORMED

- **Knowing the facts is the best preparation**
- **Identify sources you can count on for reliable information.**
- **Find out what is being planned in your community, state/province and economy**



Prepare at Home

Psychological impacts

- Fear and anxiety / Mental health
- Relationships
- Caring responsibilities



Prepare at Home

- School and child care centre closures
- Financial pressures
- Sense of community
- Stay healthy - mentally and physically



Prepare at Home

*Try to maintain some normality
in your life*

BUT PLAN TO BE FLEXIBLE

(In a pandemic things will be different)



Prepare at Home

Reference material

New Zealand tool and resources

www.moh.govt.nz/pandemicinfluenza

Getting ready brochure

Australian pantry list

www.pantrylist.com.au



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Hygiene – keeping clean

- ✓ Washing and drying your hands properly is one of the best ways of protecting yourself against the spread of germs. Wash hands for at least 20 seconds with soap or an alcohol-based rub. Drying hands well is important too.
- ✓ Wash and dry hands:
 - before preparing food and eating
 - after coughing or sneezing, blowing noses, wiping children's noses, visiting the toilet or looking after sick people.
- ✓ Keep your coughs and sneezes covered. Put tissues straight into a covered, lined rubbish bin or a plastic bag.
- ✓ Try to stay a metre away from sick people to reduce the spread of germs.



If you work from home or run your own business

- ✓ You need to think about how to keep your business running. You will find some ideas in the Business Planning Guide at www.med.govt.nz – select from the list 'Influenza Pandemic Planning Information for Business Continuity' then select '1. Business Continuity Planning Guide'.
- ✓ You may want to talk to your insurance provider about your cover.

More information on influenza and planning for an influenza pandemic is available on:

www.moh.govt.nz/pandemicinfluenza

or you can call

0800 286 358

Getting ready for a flu pandemic



Have a plan



Setting up your emergency kit



Hygiene - keeping clean



And other things you can do...

Getting ready for a flu pandemic

When a new flu virus infects many people around the world, it is called an influenza pandemic.

Health experts and governments around the world are worried that the flu virus H5N1 affecting birds (avian influenza or bird flu) could change into a virus that easily affects people. If this happens, and the new virus enters New Zealand, many of us could become very sick.

There are a few
simple things
you can do now
to prepare

Have a plan

During a pandemic, you or your family may be so sick that you need to stay at home for several weeks. Make a plan with family and friends so it includes:

- ✓ who could help with food and supplies if you and your household are ill
- ✓ if you have prescription medicines (eg, for blood pressure), renewing your prescription well before you run out
- ✓ the telephone numbers of people who live near you, as well as your doctor's phone number. (Keep this in a place that is easy to see, eg, on the fridge door.)
- ✓ an emergency supplies kit – see the 'Emergency Survival Items' list on the inside back cover of the Yellow Pages. Or check the Ministry of Civil Defence and Emergency Management website on www.civildefence.govt.nz




Build up your emergency supplies kit

- ✓ Have a supply of food and drinks to last for at least a week. Choose long-lasting foods in cans and packets, and dried foods.
- ✓ Paracetamol or ibuprofen are good for bringing down a fever and reducing aches and pains. Do not use anything else for children unless you talk to your doctor or pharmacist first.
- ✓ Masks worn by sick people can help stop the spread of germs. You can buy masks from a pharmacy (or from a hardware store). If there is a pandemic, people will be told how and when to use their masks. A mask can be worn only for a short time, and needs changing when wet from sneezing and coughing.
- ✓ Have tissues (or toilet paper) and plastic bags for used tissues.
- ✓ Think about things to do, if you and your family have to stay home for more than a week (eg, books, games and videos).



Flu jabs

- ✓ Ask your doctor for an influenza vaccination each year. The usual yearly flu jabs will not protect you against a new pandemic, but they will help stop you getting ill with other influenza viruses. Because these viruses change all the time, you need to get vaccinated every year.
- ✓ Vaccination is free for people aged 65 years and over, and adults and children with certain long-term (chronic) conditions.



**Individuals and Families
Prepared**



Businesses Prepared





Community Prepared



Questions? Comments?

Prepare at Home



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Developing a business continuity pandemic plan

- a practical workshop session



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APEC Flu planning guide

- Develop a plan
- Test review and update your plan
- How will you run your business with many staff away
- How will school closures affect your staff
- Plan for changes in demand
- Put some extra cash aside
- How will you communicate with staff, suppliers and others
- How will you work with employees, other business, and government during a pandemic



Issues to consider in your plan

- Staff shortages
- Health and Hygiene
- Quarantine
- Leave
- Working Arrangements
- Family support including bereavement, and
- Travel



Developing a plan

If you have a business continuity plan for a crisis or disaster you are part way there – just add any additional considerations for managing the impacts of a pandemic.

BCP

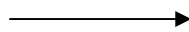
+ Pandemic

Loss of critical staff



+ consider: welfare, health, hygiene & return to work

Loss of critical assets



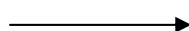
+ consider extended difficulties in replacement & security

Loss of critical consumables



+ consider extended difficulties in replacement & security

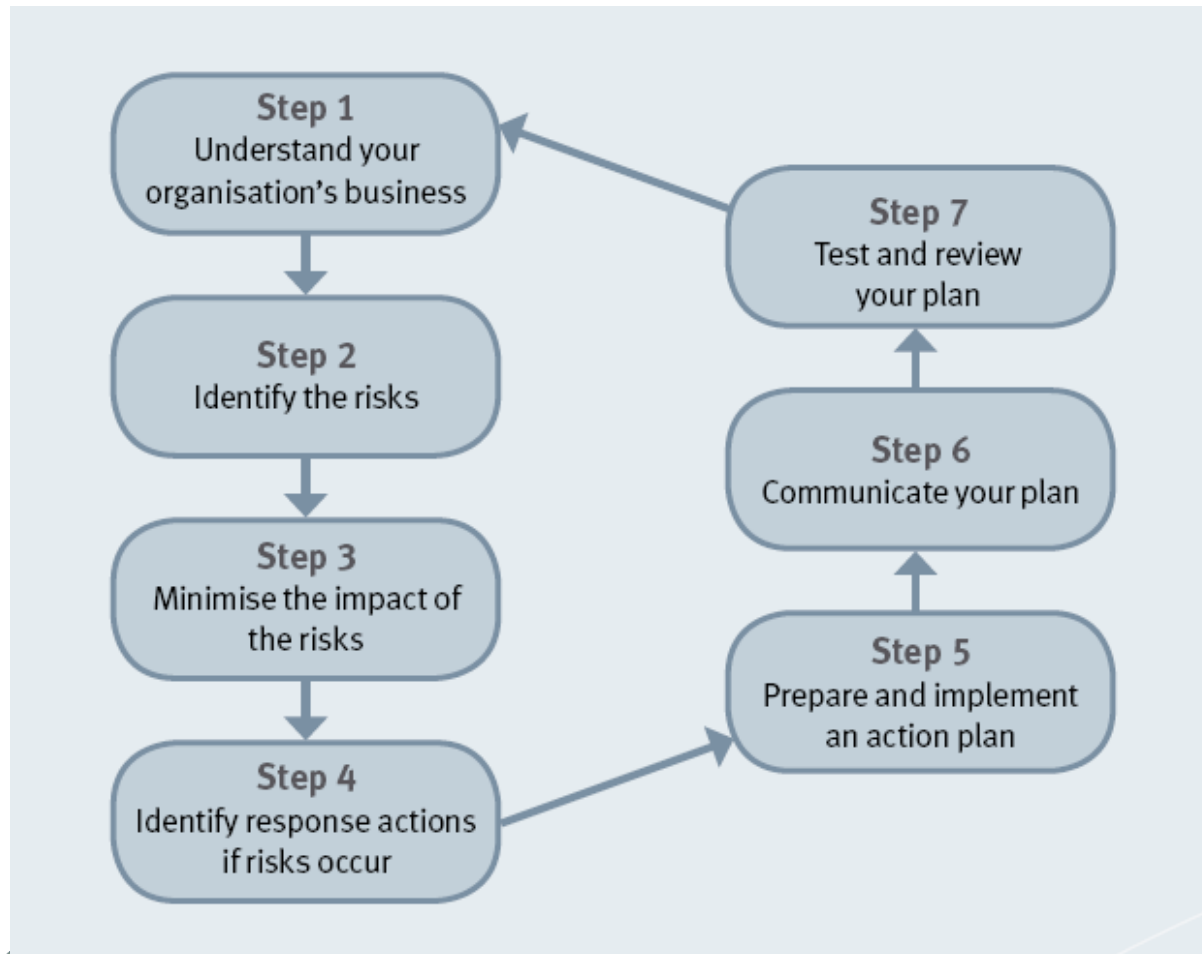
Loss of critical suppliers



+ consider prolonged absence and extreme shortage of alternatives



7 Steps to a pandemic plan



Developing a business continuity pandemic plan

- a practical workshop session



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APEC Flu planning guide

- Develop a plan
- Test review and update your plan
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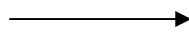
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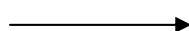
+ consider extended difficulties in replacement & security

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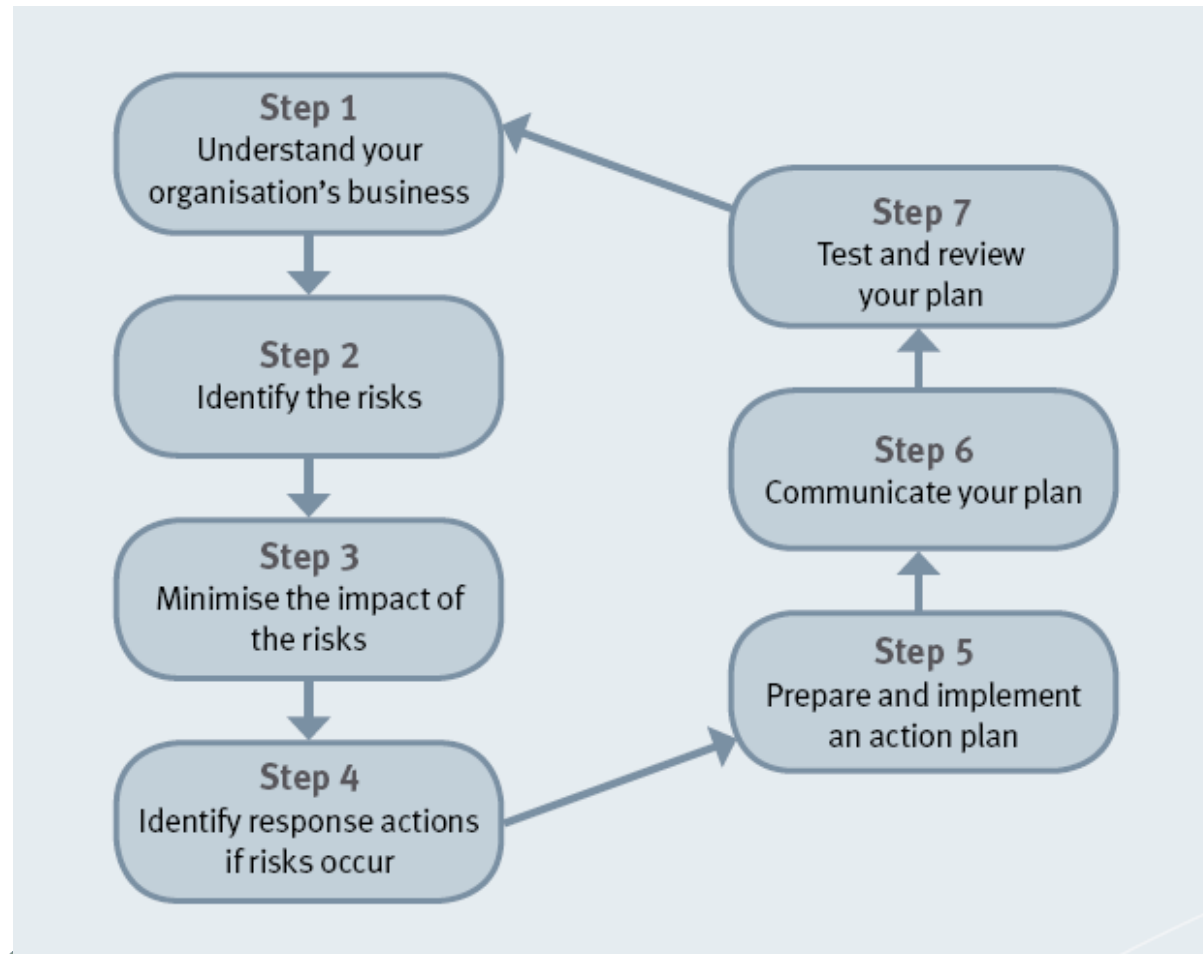
Loss of critical suppliers



+ consider prolonged absence and extreme shortage of alternatives



7 Steps to a pandemic plan



Step 2 – Identify the risks TEMPLATE

Identify risks	Impact on organisation	Likelihood of occurrence	Rate (the risks) in order of priority
<i>In the event of an influenza pandemic, identify the risks that may impede your organisation's ability to meet its key business services/activities (e.g. absenteeism of staff, loss of IT etc).</i>	<i>Describe the possible impact of the risk (if it were to occur), including any interdependencies that may be affected.</i>	<i>High, medium or low?</i>	<i>Identify your top five risks.</i>



Step 3 – Minimise the impact of the risks TEMPLATE

Before the event

Identified Risk	Action/Treatment	When	Supporting Documents/Resources	Who's Responsible
<i>List the prioritised risks identified in Step 2.</i>	<i>Outline the action/treatment you could take before the event occurs, to minimise the impact of the risk. Include any relationship with other organisations, individuals and their facilities/resources.</i>	<i>Detail when you would activate/complete the action/treatment.</i>	<i>Identify your key documents and resources (that will be used as part of your action/treatment plan), how they can be accessed and where they are retained.</i>	<i>Include delegation of authority, escalation processes and key contacts.</i>



Step 4 – Identify response actions if risks occur TEMPLATE

This template will form part of your overall plan in Step 5.

During the event

Identified Risk	Action/Treatment	When	Supporting Documents/Resources	Who's Responsible
<i>List the prioritised risks identified in Step 2.</i>	<i>Outline the action/treatment you would take during the event, to manage the impact of the risk. Include any relationship with other organisations, individuals and their facilities/resources.</i>	<i>Detail when you would activate/complete the action/treatment (e.g. day 1, day 3, week 2, 1st month etc).</i>	<i>Identify your key documents and resources (that will be used as part of your action/treatment plan), how they can be accessed and where they are stored.</i>	<i>Include delegation of authority, escalation processes, key contacts and any possible changes to accountability.</i>



Step 5 – Action plan TEMPLATE

Organisation Details

Details	
Organisation Name	
Address	
Location (Street Directory Reference)	
Telephone Number	
Facsimile Number	
Email Address	

Key Response Team - Contacts and Roles

Name	Work number	After hours Number / Mobile	Role in an event	Back-up

External Contact Details

Organisation	Name	Office Number	After hours Number
Police			
Fire			
Ambulance			
Insurance Company			
Contractors			
Suppliers			
Key Staff			
Volunteers			
Building Owners/Leasee			



Team Procedures:

Team:		Manager:		
		Back-Up Manager:		
Procedures	Action Required			
	Before the Event – Preparation Phase	Person Responsible		Supporting Documents/ Resources
	During the Event - Immediate Phase	Person Responsible	Time Elapsed (hours/days)	Supporting Documents/ Resources
	After the Event - Recovery Phase	Person Responsible	Time Elapsed (days/months)	Supporting Documents/ Resources



Step 6 – Communicate the plan TEMPLATE

Communication Strategy

Objectives	Target Group	Key Messages	Communication tool	Notes
<i>Outline the objectives you need to achieve as part of your communicating the business continuity plan (e.g. customers have the information they need during and following an event; managers keep their staff informed of what to do in an emergency).</i>	<i>Specifically identify who needs to receive the information/message (e.g. which customers, managers, volunteers, suppliers, business partners?).</i>	<i>Detail the information you need to provide at various stages of the event (to ensure your objective is achieved).</i>	<i>Identify the tools you have available to distribute information (e.g. manager's kit, fact sheets, posters in the workplace, planning meetings).</i>	<i>Identify when, who and how the message will be communicated, including how you can check the objective has been achieved.</i>



Step 7 – Test and review your plan TEMPLATE

Business Continuity Planning Checklist

Question	Yes	No
Do you know what the most critical functions and services of your organisation are? If yes, have these functions been documented?		
Do you know what impact a pandemic might have on your organisation and services? If yes, have these impacts been documented?		
Do you know who the key people are in your organisation and their roles? If yes, have they been documented?		
Do you know what key skills are required to continue the delivery of your key services? If yes, have they been documented?		
Are you aware of the contribution made to your organisation by volunteers? If yes, is it documented?		
Do you know how long you can continue to operate with limited staff and limited or no volunteers? If yes, has this been documented?		
Do you know what specialist information technology and/or equipment is required for operation? If yes, has this been listed?		
Do you know which supplier organisations or contractors are required for you to continue to operate? If yes, are there alternative options available? Have you seen their plans to ensure they will still be able to provide products/services to you?		
Do your employees know what to do in a pandemic?		
Have you developed social distancing policies? Are staff aware of pandemic hygiene and social distancing practices?		
Have you rehearsed measures that support social distancing i.e. testing technology for employees to work from home, establishing teleconferencing facilities etc?		
Do you have the contact details for your employees, volunteers, suppliers, insurers and contractors if you need them in an emergency? Is this information stored in more than one place?		
Does your location or neighbouring organisations increase your risk (e.g. do you have a reception desk that is open to the public)?		
Do you have supplies of masks, gloves, detergents, alcohol wipes etc?		
Do you have cash reserves?		
Would staff/volunteers be able to assume different roles to ensure the delivery of services if required (e.g. have staff been crossed trained)?		
Do staff members share in key organisational information or is it accessible (e.g. can several people access keys, passes, safe combinations) if access is required in an emergency?		

If you answered “No” to any of these questions, you should consider developing or expanding plans that can assist you to manage an unscheduled event.

If you answered “Yes” to any of these questions, you should still remember to review and update these plans.