

A Pandemic Planning Toolkit for Businesses

Calgary Chamber of Commerce

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Global Consulting

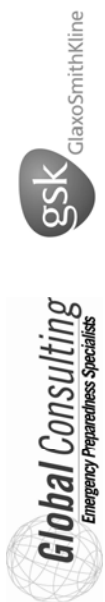
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GlaxoSmithKline



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Foreword

The threat of an influenza pandemic has increased. While previous attention had been paid to the ongoing, but slow, spread of avian influenza H5N1, a virus many experts believed to have the potential to trigger the next global outbreak of influenza, a novel swine flu virus has emerged as the most serious strain with “pandemic potential,” according to the World Health Organization. Influenza A (H1N1), which was first identified by international officials in April, 2009, has sparked infection in thousands of people around the world and continues to spread easily from person-to-person. Although the severity of the current strain is regarded as being mild, the WHO recently acknowledged that the ongoing transmission of the H1N1 virus necessitated a rising of the pandemic alert level to Phase 5.

Scientists and health professionals agree that the effects of a pandemic on the public-at-large will be widespread and disruptive. The impact on businesses may also be severe as projected rates of staff absenteeism and death will reduce human resources and hinder key operations. The Calgary Chamber of Commerce (CCoC) and its members will not be immune to these anticipated impacts.

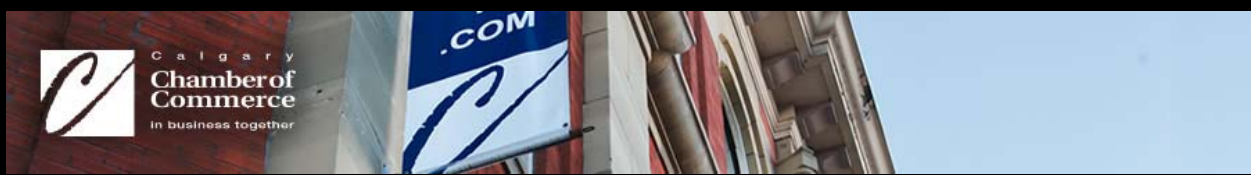
In response to this ongoing threat, the CCoC along with Global Consulting and GlaxoSmithKline has developed the following ***Pandemic Influenza Planning Toolkit*** to provide its members, and other interested organizations across the country, with an easy-to-use guide for developing an internal pandemic influenza response strategy.

Following from the Chamber’s ongoing commitment to be one of the most progressive and influential organizations in the country, this toolkit aims to support members in developing robust internal pandemic plans and creating key partnerships with relevant corporate and public sector partners. The objective of this toolkit is to support our members in maintaining operations during a pandemic, continuing to serve their clients, and promoting the health and wellbeing of their employees, and family members, during this global public health emergency.

This toolkit outlines a number of planning resources aimed at CCoC members and other interested organizations looking to begin strategizing for an influenza pandemic. The contents of this toolkit include pandemic influenza background information, planning checklists, infection control and mitigation strategies, and communications templates.

Now the largest Chamber in Western Canada, the CCoC hopes this toolkit becomes a model for other groups across the country. The harsh reality is that the next influenza pandemic will affect us all; therefore, proper planning and collaboration today will result in a stronger, more coordinated response when the pandemic arrives. As we continue to expand our role in both the local and national business communities, our hope is that this resource will allow organizations to strengthen essential linkages between commercial, industrial,





and civic interests. This toolkit is not the end all and should be seen as just another step in improving the preparedness and collaboration of our region to help mitigate what could be an emergency unlike any other we have faced.

The Chamber wishes to thank GlaxoSmithKline for providing an unrestricted educational research grant to support this toolkit.



The Chamber also wishes to recognize the funding support and subject-matter expertise provided by Global Consulting in the writing of this toolkit.



Disclaimer

The material in this document has been assembled by the Calgary Chamber of Commerce for the purpose of assisting its members and other interested parties with best practices in developing internal pandemic influenza preparedness and mitigation strategies.

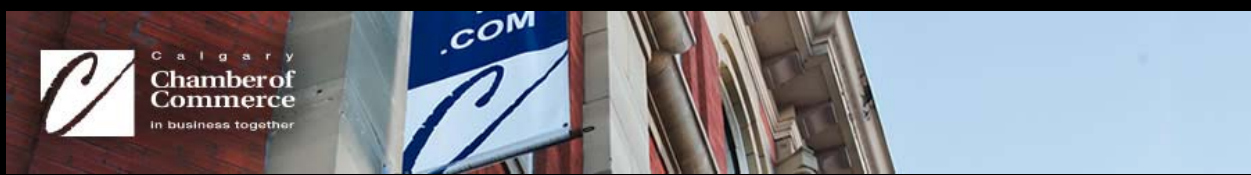
This document has been developed in collaboration with a number of partners in Alberta Health Services Calgary Health Region, and the CCoC recommends that readers review and familiarize themselves with both *Calgary Health Region's Pandemic Influenza Response Plan* and *Alberta's Pandemic Influenza Plan for the Health System*. These are living documents. Continual planning and plan revisions will occur to reflect evolving knowledge and best practices.

The information in this document is not intended to cover every scenario. Details which may be relevant to a user's particular circumstances may not have been included. Users are advised to seek professional advice before applying any information contained in this document to their own particular circumstances. Furthermore, users should always obtain appropriate professional advice on the medical issues involved.

The Calgary Chamber of Commerce accepts no liability or responsibility for any acts or omissions done in reliance, in whole or in part, on this document. The Calgary Chamber of Commerce disclaims all responsibility or liability to any person, whether in contract, equity or tort, or on any other basis, for any direct or indirect losses, illness or injury, or damage of any kind arising from the use of this document.

The Calgary Chamber of Commerce has utilized a number of external resources and web sites to support the development of this toolkit. These references are listed at the end of the document. However, the CCoC is not responsible for the contents or reliability of any websites mentioned in this document.





Understanding Pandemic Influenza

To properly plan for an influenza pandemic, one must have a general understanding of pandemics and the influenza virus. This knowledge constitutes a vital first step in creating your organization's pandemic influenza plan for this global public health emergency. The following question-and-answer section provides an introduction to the basics when it comes to influenza, avian influenza, and pandemic influenza.

What is seasonal influenza (“the flu”)?

Seasonal influenza is a contagious respiratory illness which occurs annually (usually in the winter). Most people have some prior immunity to seasonal flu from past infections or vaccinations.

How does seasonal influenza spread?

Influenza is a highly contagious virus, which can spread quickly in settings where large groups of people are gathered together. Most adults may be able to infect others one day before symptoms develop and up to five days after becoming sick. Children may be infectious for up to seven days after symptoms develop. When people infected with influenza cough and/or sneeze, they produce droplets that contain the virus. The virus can then spread from person-to-person in the following ways:

- The droplets land on an object (i.e., stapler, door handle, telephone, etc.) that is touched by a susceptible person and the virus is transferred to his or her hands. That person may then touch their nose, eyes, or mouth and become infected with the virus.
- The droplets are inhaled by a susceptible person.

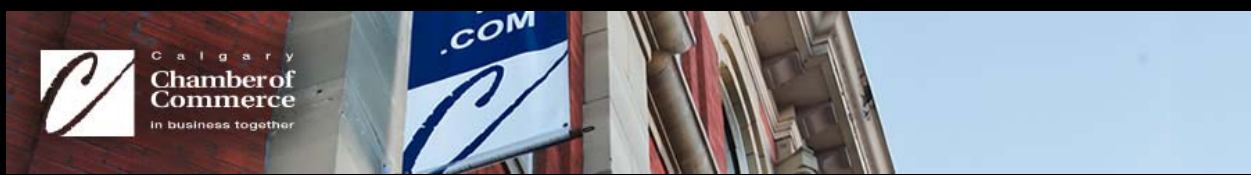
How serious is seasonal influenza?

Influenza can cause mild to severe illness. Healthy adults are usually not at risk for developing serious complications. However, the elderly, young children, and people with certain health conditions (e.g., diabetes or heart disease) are at a higher risk of developing flu-related complications such as pneumonia.

Is there a vaccine for seasonal influenza?

Seasonal flu vaccines are available and are promoted during the flu season. However, influenza viruses are constantly changing. As a result, a slightly different flu vaccine is manufactured every year, making it necessary to get a flu shot annually.





What is avian influenza?

Avian influenza, or “bird flu,” circulates in flocks of wild birds and domestic poultry. Recently, an extremely deadly type of bird flu called H5N1 has been infecting and killing domestic poultry flocks around the world. Since 1997, there have been a number of cases where this strain of avian influenza has been transmitted from birds-to-humans, resulting in almost 350 human infections and approximately 250 deaths from the virus. With a mortality rate close to 70%, global health experts are extremely concerned that should H5N1 mutate into the next pandemic flu strain, the human impact could be incredibly severe. However, transmission of this bird flu virus to humans remains extremely rare; most cases have resulted from direct contact by humans with sick birds or their droppings.

What is Swine flu (Influenza A (H1N1))?

H1N1 (referred to as “swine flu” early on) is a new influenza virus causing illness in people. This new virus was first detected in people in the United States in April 2009. Other countries, including Mexico and the United States have reported people sick with this new virus. This virus is spreading from person-to-person, probably in much the same way that regular seasonal influenza viruses spread.

What is pandemic influenza?

Pandemic influenza is a new strain of influenza virus that causes a rapid, global outbreak of disease. An influenza pandemic occurs when the following three criteria are met:

- The new influenza virus causes serious illness and death;
- People have little or no natural immunity to the virus; and,
- The virus is capable of spreading easily from person-to-person.

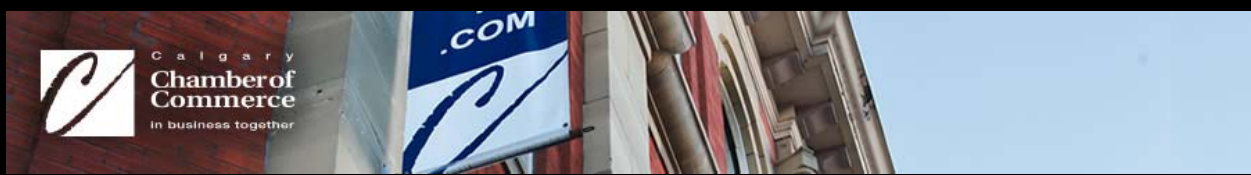
What are the symptoms of pandemic influenza?

Symptoms of pandemic influenza will be similar to seasonal, or annual, influenza, which usually start without warning. The primary difference between the two is that pandemic influenza will be more likely to cause serious illness and death. Common symptoms of pandemic influenza will include:

- Fever
- Cough
- Headache
- Muscle pain
- Sore throat
- Runny nose
- Body aches

It should also be noted that persons over the age of 65 will not always exhibit a fever when infected with the flu. Most people who contract any form of pandemic





or seasonal influenza are generally sick for 7-10 days, unless secondary complications occur, such as pneumonia or other infections.

How is pandemic influenza spread?

Pandemic influenza will likely be transmitted in the same ways as seasonal influenza. In addition, certain medical procedures, such as intubation and bronchoscopy, are known to create aerosolized particles that can be inhaled deep into the lungs.

How long will an influenza pandemic last?

It is expected that the next influenza pandemic will come in two or more waves, either in the same year or in successive years. It is expected that the second wave will occur within three to nine months of the first and that each wave will last about eight weeks in any geographical area.

Why worry about pandemic influenza?

Historically, there have been approximately three or four pandemics each century. There were three influenza pandemics in the 20th century, each of which varied in their severity, but all affected millions of people:

- The 1918-19 pandemic / Spanish Flu (most severe)
- The 1957-58 pandemic / Asian Flu (moderate)
- The 1968-69 pandemic / Hong Kong Flu (mild)

What can be done to stop pandemic influenza?

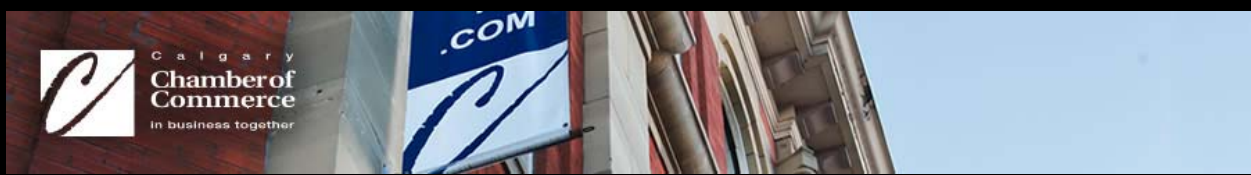
Experience with previous influenza pandemics tells us that it will be practically impossible to stop a new pandemic. Previous attempts to isolate towns, islands, or people have been unsuccessful. However, it may be possible to implement measures to slow the spread of the virus once a pandemic has been declared.

Pandemic flu planners hope that if the spread of the illness can be slowed, the anticipated increase in cases affecting the health care system will not be as severe in the middle of the pandemic wave (although this will increase the overall duration). This additional time may also facilitate the development of a vaccine that can be distributed sooner rather than later.

Will a vaccine be available?

Once the pandemic influenza virus has been identified, work will begin to create a vaccine. This is predicted to take at least six months and probably longer. Even when a vaccine becomes available, supplies will be limited. This is why basic measures to prevent infection are so important. Priority to receive vaccine probably will be given to those most at risk for serious complications and to those providing essential services during a pandemic, such as health care workers.





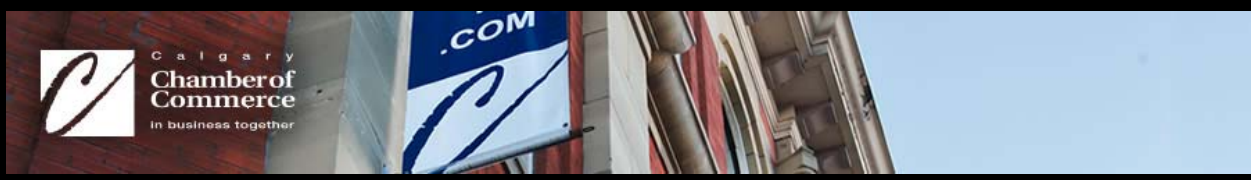
Can medications prevent or treat influenza? Are they effective?

There are several antiviral drugs available to treat seasonal influenza. Two that are considered most effective are Tamiflu and Relenza. Currently, it is unknown how effective they will be to treat a pandemic influenza virus, but it is anticipated that a pandemic strain will behave much like seasonal influenza. Consequently, scientists and planners predict that existing antiviral drugs will be useful for certain measures during a pandemic response.

To be most effective, antiviral drugs must be taken as early as possible after the onset of symptoms (within 48 hours). The drugs can reduce symptoms, shorten the duration of illness and reduce the risk of serious complications. The federal government has enough antiviral drugs stockpiled to treat 17.5% of the Canadian population. The stockpile may also be used for extremely limited prevention purposes (e.g., “post-exposure prophylaxis” of close contacts of those who are first to get sick).

Antiviral drugs may also be used to prevent illness (e.g., “pre-exposure prophylaxis”), and some health care facilities and private sector corporations are stockpiling antivirals for this purpose. A provincial policy on using antivirals for prevention is in development.





Estimated Impacts of an Influenza Pandemic

Although it is not known when the next influenza pandemic will occur, many health experts contend that it could have an extremely negative impact on the social and economic well-being of all countries. Creating a plan for your business will require consideration of both high and low-level impacts for the next pandemic.

Possible Global Impacts

Globally, a 2008 report prepared by the World Bank estimates that a severe influenza pandemic could kill 71 million people and trigger financial losses totaling more than \$3 trillion US (see Table 1 below). In a severe pandemic, sagging tourism, transportation, retail sales, and productivity, coupled with worker absenteeism, could reduce the global gross domestic product (GDP) by 4.8%.

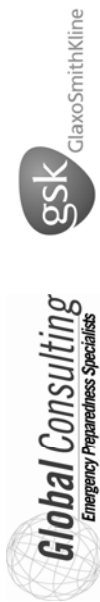
Changes in individual behavior, such as avoiding air travel, restaurants, and mass transportation, could account for 60% of losses. These estimates are much higher than previous World Bank reports – in 2006, the bank estimated GDP would drop by 3.1%, or approximately \$2 trillion US.

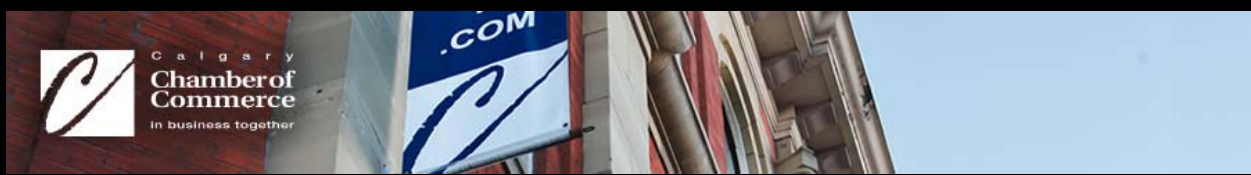
British insurance giant Lloyd's of London also released a report in late 2008 on the possible effects of a pandemic on the insurance industry. The report says a pandemic on the scale of the 1918-1919 Spanish Flu pandemic could reduce global economic activity by anywhere from 1 to 10%.

Table 1 – Possible economic impacts of flu pandemic

	<u>Mild</u>	<u>Moderate</u>	<u>Severe</u>
<i>(% change in GDP, first-year)</i>			
World	-0.7	-2.0	-4.8
High-income	-0.7	-2.0	-4.7
Developing	-0.6	-2.1	-5.3
East Asia	-0.8	-3.5	-8.7
Europe and Central Asia	-2.1	-4.8	-9.9
Middle-East and North Africa	-0.7	-2.8	-7.0
South Asia	-0.6	-2.1	-4.9
Deaths (millions)	1.4	14.2	71.7

Source: World Bank calculations, based on McKibbin & Sidorenko (2006)





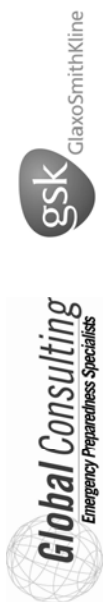
The Public Health Agency of Canada (PHAC) advises that the national impacts of an influenza pandemic could involve an estimated 4.5 to 10.6 million Canadians being sick enough that they would be unable to attend work or other activities for at least half a day. PHAC also estimates that:

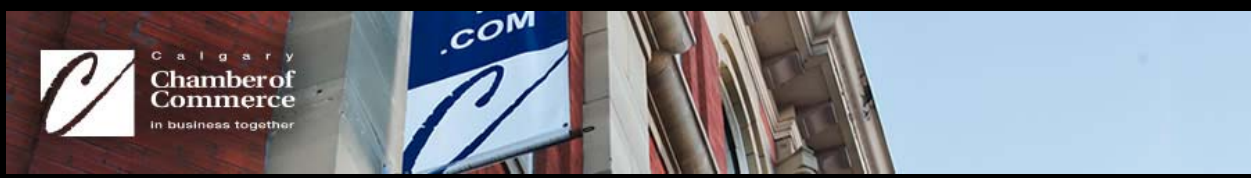
- Anywhere from 11,000 to 58,000 deaths may occur and approximately 34,000 to 138,000 persons could require hospitalization.
- Very high rates of staff absenteeism may be likely and should be anticipated.

In Alberta, it is predicted that the majority of the population (over 70%) will be infected over the course of the pandemic, with 15-35% becoming clinically ill. In the absence of any interventions (e.g., vaccine and antivirals), Alberta Health and Wellness predicts that approximately:

- 825,000 people will fall ill.
- 338,000 – 622,000 outpatient visits will occur (four times a normal influenza year)
- 3,000 – 12,000 persons will be hospitalized (four times a normal influenza year)
- 1,000 – 3,000 deaths will occur (eight times a normal influenza year)

The real problem for organizations will not only be the risk of death or illness from the pandemic influenza virus, but the consequent rate of increased worker absenteeism that will affect business operations. As a result, a core focus of this toolkit will be to address ways in which organizations can shore up resources and address the loss of staff while maintaining essential operations.





Pandemic Planning Assumptions for Businesses

Planning assumptions form a key part of any corporate strategy to deal with the pandemic threat as they offer information about how the next pandemic may affect staff and operations.

It should be noted that these recommended assumptions should not be interpreted as predictions for the next influenza pandemic. Rather, they should be considered as a reflection of current expert opinion regarding a reasonable scenario to guide pandemic influenza planning activities. The following planning assumptions are based largely on information from Alberta Health and Wellness, and the Public Health Agency of Canada.

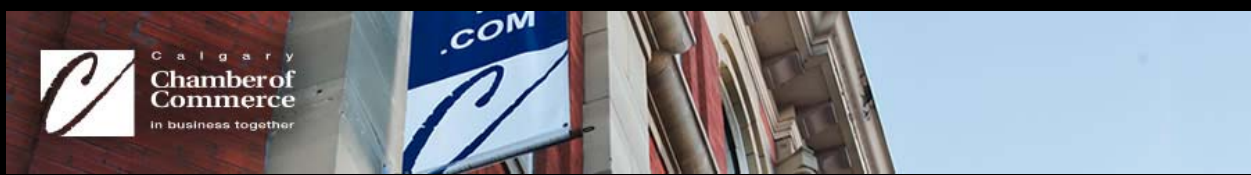
Annual and Pandemic Influenza:

- Influenza, or the “flu,” is a common respiratory disease caused by a virus.
- Every year, the flu virus causes outbreaks in the fall and winter seasons. This is because each year, the flu virus changes slightly, so the protection, or immunity, individuals build up against previous viruses is not as effective.
- Pandemic influenza is different in that it involves a new kind of influenza virus, resulting in the fact that people will have little-to-no immunity to it, the virus will move easily from person-to-person, and it will spread quickly around the world.
- Since people have no protection against the new virus, a pandemic virus will likely cause more illnesses and a larger number of deaths than the seasonal flu.
- Businesses may have little lead time between when a pandemic is first declared by the World Health Organization (WHO), and when it spreads to their city or community.
- Worker absenteeism rates may range from 20-40%, or higher, depending on the severity of the pandemic strain, fear of infection, and employees’ need to care for dependents.

Expected Course of an Influenza Pandemic:

- Influenza pandemics are inevitable and have occurred throughout human history. Previous pandemics in the 20th century took place in 1918 (Spanish Flu – severe), 1957 (Asian Flu – moderate), and 1968 (Hong Kong Flu – mild).

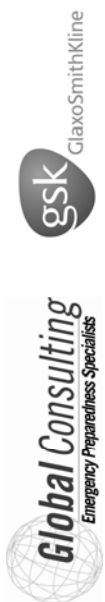


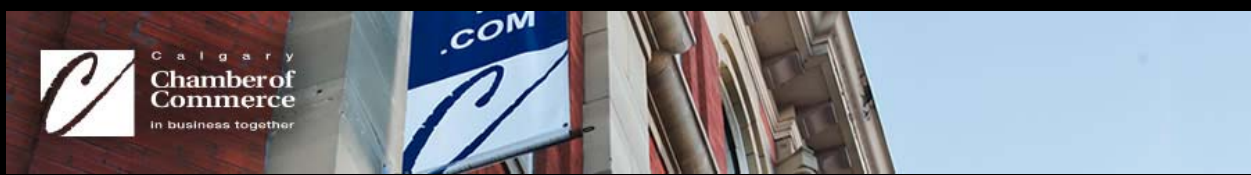


- Based on the last two pandemic influenza events, it is estimated that the next pandemic virus will first emerge outside of Canada and arrive in Canada within three months. This time could be much shorter due to increases in the volume and speed of global air travel.
- The pandemic influenza virus may arrive in Canada at any time of year (i.e., potentially outside of the usual influenza season in Canada or at the same time).
- The first peak in illness in Canada could occur within 2-4 months after the arrival of the virus in the country. The first peak in mortality is expected to be approximately one month after the peak in illness.
- An influenza pandemic may last between 12-18 months.
- Pandemic influenza will occur in two or more “waves.” The space between waves may vary. More than one wave can occur within a 12 month period, but there could be up to 12 months between the start of the first wave and the start of the second wave.
- In a local community, a pandemic influenza wave of illness will generally last eight weeks, but this time period may vary.
- A pandemic influenza wave will sweep across Canada in 1-2 months. Outbreaks will occur simultaneously in multiple locations, although different areas of the country may experience peak activity at different times. This will limit the ability of one community/jurisdiction helping others nearby.

Characteristics of the Pandemic Influenza Virus:

- Influenza is highly contagious and it can spread quickly in settings where large groups of people are gathered together.
- Pandemic influenza can be spread by direct contact with a sick individual or by droplets secreted when a sick individual cough and/or sneeze.
- The incubation period (the time between infection and symptoms) for the pandemic influenza virus is typically 1-3 days, but can be up to seven days in duration.
- People can spread the virus 24 hours before and up to five days after the start of symptoms (seven days for young children), especially when symptoms such as coughing are present.
- The flu virus is very different from the SARS virus, where a person was contagious only after developing SARS symptoms. SARS



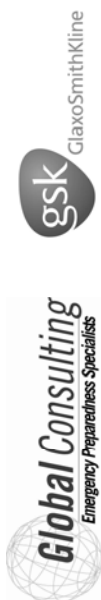


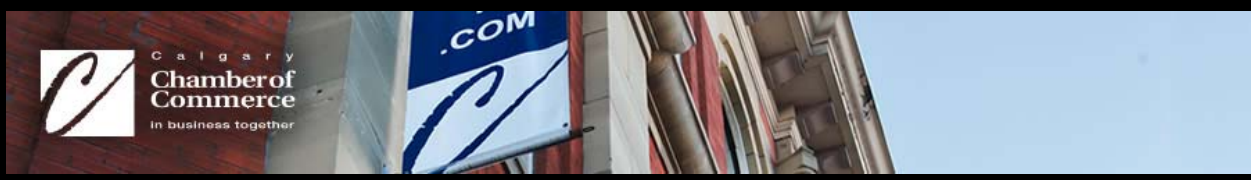
symptoms take approximately 10 days from the time of close contact with an infected person to develop.

- This new pandemic virus will be highly infectious (i.e., passed efficiently from person-to-person).

Measures to Limit the Spread of the Virus:

- Certain public health measures (e.g., closing schools, canceling public gatherings, etc.) are likely to increase rates of absenteeism, but may also limit the spread of infection.
- It is unlikely that an effective vaccine will be available at the start of an influenza pandemic, but it may be available during the second wave.
- The only specific treatment option for influenza during a pandemic will be antiviral drugs, which must be started within 48 hours of the onset of symptoms.
- A limited public supply of antivirals will be available during a pandemic. These antivirals will also have a limited shelf life.
- Resistance to antiviral medications may develop prior to and/or during an influenza pandemic.
- The effectiveness of antivirals against the pandemic strain is unknown but, when antivirals are used to treat seasonal influenza, they have been shown to reduce the length of time people are ill, limit the risk of complications, and decrease the chances of hospitalization.
- Administering antivirals immediately after the onset of symptoms is most effective in decreasing the risk of complications and shortening illness duration.
- Communication between businesses, health care organization(s), and employees and their dependents regarding the use of antivirals will be paramount before, during, and after an influenza pandemic.





Understanding the Pandemic Phases

At international, national, provincial, and local levels, governments and health organizations track the threat of pandemic influenza by pandemic periods and phases. It is important to understand these different measures so that business activities before, during, and after a pandemic can be aligned with those of public sector organizations. Globally, pandemic influenza planning is guided by the WHO, which has identified three distinct pandemic periods:

- Inter-Pandemic
- Pandemic Alert
- Pandemic Period

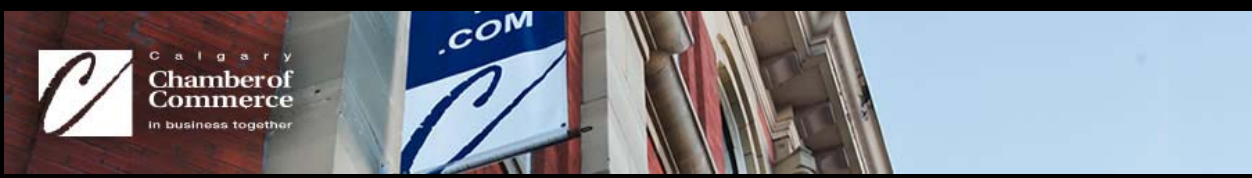
Each period is further subdivided into specific phases, according to the assessed risk of a given pandemic. Changes from one phase to another are triggered by several factors, including the spread of the disease among humans and the characteristics of circulating viruses. Each phase coincides with a series of recommended activities to be undertaken by the WHO, the international community, governments, and industry. The current pandemic threat level is at Phase 3, indicating that a new influenza virus subtype is causing disease in humans, but is not yet spreading efficiently and quickly among humans.

Inter-pandemic phase	Low risk of human cases	1
	Higher risk of human cases	2
New virus in animals, no 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

Federal pandemic influenza planning is guided by the PHAC and employs the *Canadian Pandemic Influenza Plan for the Health Sector (CPIP)* as guidance. The CPIP describes the different phases of a pandemic and the roles and responsibilities for each level of government at each phase. A link to the CPIP can be found in the References section.

At the provincial level, pandemic planning is guided by Alberta Health and Wellness, and the *Alberta Pandemic Influenza Plan for the Health System (APIP)*, which outlines the activities of the Ministry, Alberta Health Services, and

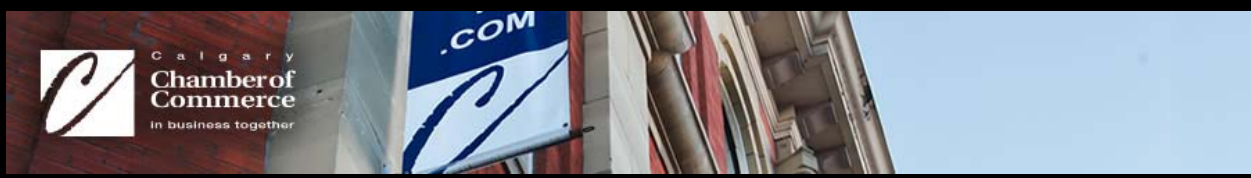




other key groups in providing a coordinated and phased-in response. A link to the APIP can be found in the References section.

This toolkit pays particular attention to the activities that businesses ought to be involved in before, during, and after an influenza pandemic. A formal checklist is provided in the “How to Get Your Planning Started” section, which will help CCoC members match their pandemic influenza plan and risk mitigation activities to the WHO pandemic phases.





Pandemic Roles and Responsibilities

Your business is not alone as it prepares for a pandemic. Many groups at various levels of government have been preparing for this public health emergency for a number of years. Understanding the roles and responsibilities of other stakeholders in a pandemic will enable your organization to focus on the appropriate planning and preparedness activities essential for maintaining your critical services and operations.

Canada has been planning for a pandemic influenza for some time. The PHAC is working with provinces, territories, the health sector, and a wide range of other government agencies to ensure Canada is as prepared as possible for the next pandemic. Information on the Canadian Pandemic Influenza Plan is available at: http://www.phac-aspc.gc.ca/influenza/pandemic_e.html

An influenza pandemic is a global health event. International, federal, provincial, and local organizations will work together to respond. Each level has a role to play in the response that is intended to save lives, care for the ill, and to minimize social and economic disruption.

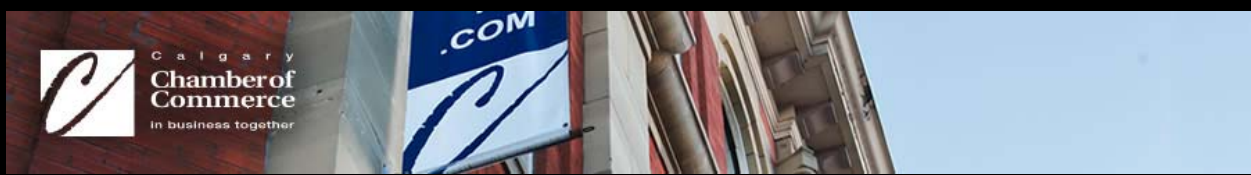
International:

- The WHO watches for the emergence of new strains of influenza throughout the world. If a pandemic influenza strain emerges, it will notify federal health authorities and provide information to governments, the media, and the public on immunization and antiviral medication use.
- Specific responsibilities can be found at the following link: www.who.int/csr/disease/influenzapandemic/en/

Federal:

- The PHAC will provide nation-wide coordination for the influenza response. It will monitor the spread of the disease in Canada, provide links with the WHO and other countries, and obtain and distribute vaccines and antiviral medications to provincial governments.
- A National Pandemic Influenza Committee (NPIC) with representation from provincial, territorial, and federal governments will also support the national response.
- Specific responsibilities can be found at the following link: www.phac-aspc.gc.ca/cpip-pclpi/index.html





Provincial:

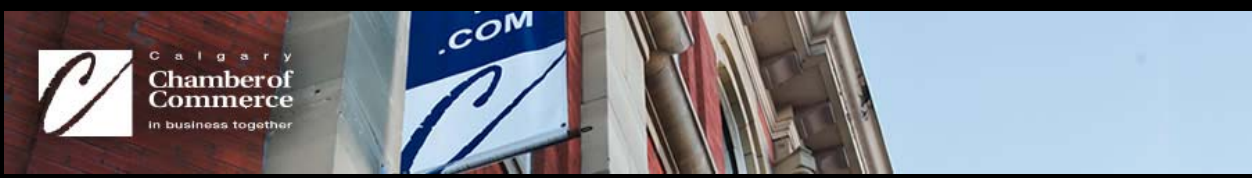
- Alberta Health and Wellness will lead the health sector response in the province. During an influenza pandemic, the department will establish a *Pandemic Response Centre*. It will support coordination with Alberta Health Services, coordinate vaccine and antiviral delivery across the province, provide information, collect data on the spread of the disease in Alberta, and help resolve any health care issues that arise.
- Alberta Municipal Affairs will lead the response regarding the non-health consequences of a pandemic, primarily through Alberta Emergency Management Agency (AEMA). AEMA will communicate with municipalities, monitor the effect of the pandemic on essential services, coordinate volunteer activities and federal assistance programs, and monitor the need for support among families of victims.
- Each provincial government department will have contingency plans for the delivery of provincial services and will assist Alberta Health and Wellness, AEMA, Alberta Health Services, and municipalities in responding to a pandemic.
- Specific responsibilities can be found at the following web link: www.health-gov.ab.ca/public/pandemic/pandemic.html

Local:

- The City of Calgary and other municipal governments will set priorities for:
 - Maintaining public safety and other essential public services (e.g., fire, police, waste management, water, and utilities);
 - Supporting Alberta Health Services in providing information to the public and, where necessary, closing public buildings and assisting with the establishment of triage and alternative care sites to enable the delivery of health care and public health services, including vaccine, to the public.
- Alberta Health Services will provide services to:
 - Meet priority health needs;
 - In coordination with Alberta Health and Wellness, provide information on the number of cases, hospitalizations, and deaths resulting from the pandemic virus;
 - Deliver vaccines and antiviral drugs; and,
 - Establish and maintain communications in their regions.

Alberta Health Services' responsibilities for executing operational strategies and actions will be carried out by establishing their respective Emergency Operation

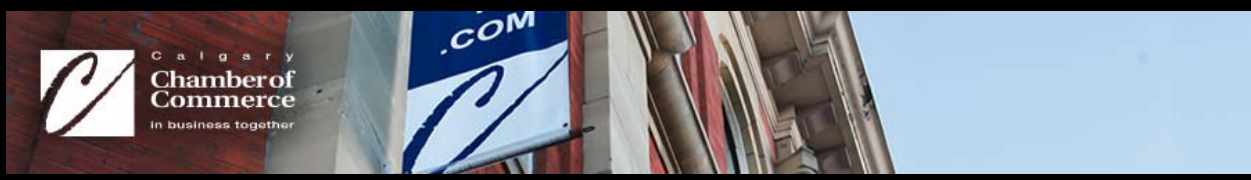




Centres and incident command system. This structure is linked closely with provincial disaster services management, and subsequently to the federal and global structures. Liaison relationships established with the Alberta Health and Wellness Incident Command Centre and other Emergency Operations Centres (EOCs) will be activated to ensure alignment regarding the actions and strategies that are implemented in response to a pandemic.

Some businesses may be asked to take part in the local response to an influenza pandemic by providing volunteers, facilities, or other goods or services. Check with your community emergency program and public health agency to see if they have identified any needs where you could play a supporting role. If so, be sure to include these linkages into your pandemic plan.





How to Get Your Planning Started

In this section, you will find the fundamental building blocks of a coherent corporate pandemic influenza plan. Planning for a pandemic demands a proactive approach – planning must begin now and well in advance of the next pandemic. The following section also includes an easy-to-use checklist integrating the key steps to beginning your internal plan with the corporate pandemic planning cycle – planning, preparedness, response, and recovery.

This checklist is meant to provide a clear set of steps and benchmarks to ensure all pertinent issues are addressed in your plan. For additional resources, make sure to consult the resource list in the Pandemic Planning Toolkit section for tools and templates to support your infection control, communications, and employee education planning efforts.

Step One – Understand the Threat

Before planning can begin, the threat of pandemic influenza must be understood. The introductory sections to this toolkit outline planning assumptions and estimated impacts for this global health emergency. Use these tools to get the planning process started and to familiarize yourself, and your organization, with what an influenza pandemic means.

Step Two – Obtain Management Commitment

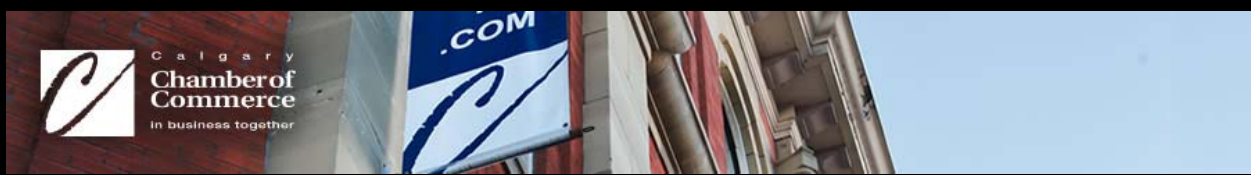
Management commitment is a core requirement for internal pandemic planning, particularly when the planning team needs resources to develop the strategy.

Most businesses and organizations do not have disaster management / business continuity programs. The main reason is that most people believe in the maxim: “It won’t happen here.” Therefore, getting management to support a plan may not be easy. Selling a pandemic preparedness program may require doing some groundwork to educate management about the risks of pandemic, and the costs and benefits associated with preparing for one.

Here are some suggestions on how best to engage your management team and secure buy-in:

- Start working on the project immediately. The pandemic threat is very real. The possibility of a pandemic continues to be discussed in the media, and senior management may have a heightened sense of awareness and interest in this threat. Some experts have even suggested that the cumulative probability of a pandemic occurring in the near future is:
 - 3-10% for it to occur in 2008,
 - 14-41% for it to occur by 2012, and
 - 26-65% for it to occur by 2017.





- Gather information on the benefits of pandemic planning and preparedness. A great place to start is Dr. Amin Mawani's study from the Schulich School of Business at York University, entitled "Making a Case for Investing in Pandemic Preparedness" (available at <http://www.schulich.yorku.ca/pandemic>).
- Develop a pandemic-based scenario demonstrating the effects on your organization. This should include direct operational effects and associated costs, as well as the effects of production/service outages and shortfalls on revenues, market share, and reputation. You could also highlight that most businesses, particularly small- and medium-sized businesses that are not prepared for emergencies, are likely to fail following such a disaster, especially if they don't plan in advance.
- Provide information on the costs, time required, and commitment of other resources in order to develop and maintain a pandemic influenza preparedness program.
- Highlight other benefits of pandemic preparedness and general pandemic planning. This information can be obtained from this document or the many Internet resources dedicated to this topic (for more information, please see the *References* and *More Information* sections at the end of this toolkit). Once management commitment is gained, the pandemic preparedness program should be communicated as an organizational program and priority to all staff.

Step Three – Appoint a Pandemic Planning Team

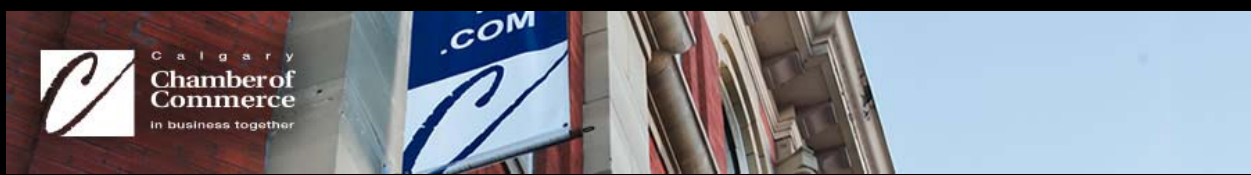
The third step in any pandemic influenza plan is assigning the responsibility for the plan to an individual or group in your organization. It is also important to have at least one back-up planner, as an influenza pandemic will likely affect each and every member of your organization. Having back-ups assigned to key planning positions is equally important.

The responsibilities of pandemic influenza planners are to develop the plan before a pandemic occurs, test (e.g., exercises) internal plans and refine these documents with lessons learned, execute the plan when a pandemic is declared, and initiate the recovery phase after a pandemic passes.

Step Four – Begin Planning

The fourth step in planning for an influenza pandemic should be a priority-setting exercise for your critical operations. From human to other critical resources, a key component of your pandemic plan ought to involve what it is that your organization does, who completes these tasks, and prioritizing these functions so that you can clearly identify which activities are critical to maintaining operations.





In addition, it is helpful to make a list of all the goods and services that your business provides, and all the goods and services your company purchases. Then start setting priorities around what goods and services are essential to your business and who supplies them, as well as what goods and services you require to continue producing your business' key goods and services, and who supplies these. Then, inquire whether each of your essential suppliers has a pandemic influenza response plan.

Once you have conducted these activities and gathered the appropriate information on critical resources, suppliers and services, you will be ready to author and complete your organization's pandemic plan. Present the completed plan to management and obtain their approval. With executive support, you can begin the 'preparedness' portion of pandemic plan and the process of implementing mitigation strategies such as antiviral stockpiling or employee hygiene education.

With mitigation measures in place, and prior to a pandemic occurring, the plan should be regularly updated and tested to ensure that it remains up-to-date and also so that staff are familiar with the roles and expectations they will fulfill during a response.

When the pandemic does occur, it will be time to activate your pandemic plan and respond to the changing nature of the pandemic as it progresses. Following the pandemic, the recovery process will begin.

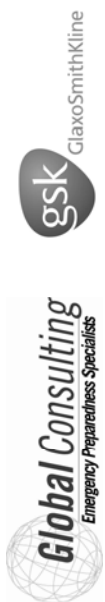
Pandemic Plan Checklist for Planning, Preparedness, Response, and Recovery

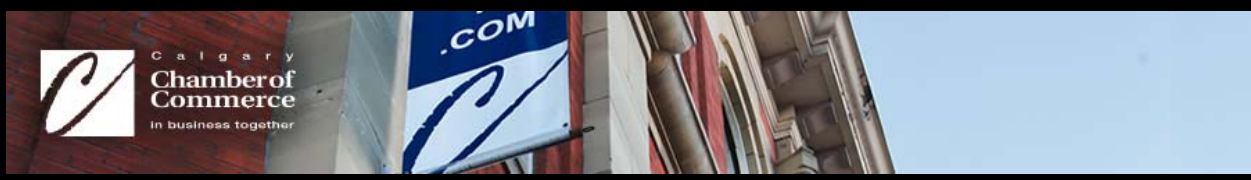
WHO PANDEMIC PERIOD	ACTIVITY	COMPLETE	IN PROGRESS	NOT STARTED
ALERT	UNDERSTAND THE THREAT			
	Develop a basic understanding of the characteristics and effects of pandemic influenza, and apply these effects to your business and community			
ALERT	OBTAIN MANAGEMENT COMMITMENT			
	Obtain management commitment, and allocated human and financial resources to go ahead with planning and preparedness activities			
ALERT	APPOINT THE PLANNING TEAM			
	Assign a pandemic contingency planning coordinator and establish a planning committee that includes			





WHO PANDEMIC PERIOD	ACTIVITY	COMPLETE	IN PROGRESS	NOT STARTED
	representatives from all business units			
	Outline a planning schedule and assigned responsibilities to the planning committee members and business units			
	Identify key business partners, labour organizations, and other relevant organizations that should be consulted or communicated with as part of the planning process			
ALERT	BEGIN PLANNING			
	Critical Operations			
	Evaluate possible increases or decreases in demand for your products or services during a pandemic			
	Evaluate and prioritize your business activities considering possible demand during a pandemic			
	Approve the priority list with senior management			
	Evaluate potential financial costs and identify reserves or financing to remain operational			
	Ensure an allowance for expected employee absenteeism due to illness or family commitments			
	Identify critical personnel, assigned and trained back-ups or replacement personnel			
	Identify critical equipment and have reliable sources in place for servicing, parts, and repairs			
	Identify key materials, suppliers, and contracts, and evaluate suppliers and shippers to ensure their ability to maintain an adequate flow of supplies during a pandemic			
	Identify alternate supply sources or increased key inventories in case of problems with existing supply chains			
	Crisis Coordination			
	Assemble and train a coordination team to address operational and communication needs during a pandemic			
	Develop plans and resources to establish an			





WHO PANDEMIC PERIOD	ACTIVITY	COMPLETE	IN PROGRESS	NOT STARTED
	emergency operations centre			
	Employee Protection			
	Develop policies, programs and information materials to reduce exposure to the virus by promoting respiratory hygiene, good health and wellness, and reducing or modifying customer and employee contact			
	Create a policy regarding employee sick time and benefits that encourages ill employees to remain at home			
	Communicate employee protection measures to employees			
	Develop a policy for dealing with employees who develop symptoms in the workplace			
	Obtain enough hygiene supplies for a pandemic wave			
	Develop a plan to regularly communicate with customers, employees, business partners, and other target groups during a pandemic			
	Create a policy for travel restrictions and guidance for employees returning from affected areas (as necessary and early in the pandemic)			
	Encourage employee well-being by providing and tracking annual influenza vaccinations for employees			
	Communications Plan			
	Ensure communication mechanisms for ready access to reliable, local, and up-to-date information on the pandemic and recommended actions to take			
	Develop a means of tracking employee availability and re-assigning employees in a timely manner			
	Evaluate potential effects of travel and border closures			
	Evaluate and implement ways for employees to work from home or to work alternate hours/staggered shifts			
	Establish a system to monitor reliable information			



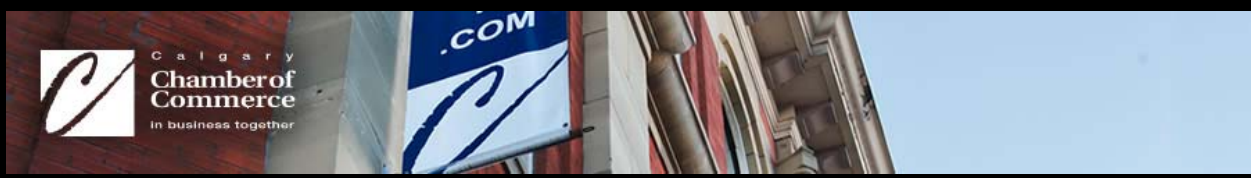


WHO PANDEMIC PERIOD	ACTIVITY	COMPLETE	IN PROGRESS	NOT STARTED
	sources and triggers for implementing specific components of your plan			
	Consult with local, regional, or provincial authorities to determine if you will be requested to render assistance to the community pandemic response			
	Provide information to employees and others about your pandemic plans and personal ways to reduce the effects of a pandemic			
ALERT	COMPLETE THE PLAN			
	Author the plan and approve it with senior management			
	Assemble and distribute the plan to key personnel, along with general information for all staff			
ALERT	ENSURE PREPAREDNESS			
	Ensure key personnel have received necessary training and that back-ups have been cross-trained in their responsibilities			
	Exercise your plan (e.g., tabletop, full scale, drills, etc.)			
	Update and maintain your plan on an annual basis			
PANDEMIC	RESPOND TO THE PANDEMIC			
	Alert staff and senior management to change in pandemic status			
	Activate measures to minimize introduction and/or spread of influenza in work place (e.g., post notices regarding social distancing, managing ill staff members, workplace cleaning, etc.)			
	Activate essential any business continuity measures and establish a regular review process			
	Review and update any risk and impact assessments			
	Set response objectives and identify specific actions required with the pandemic planning team and management			
	Maintain critical activities and services as per service			



WHO PANDEMIC PERIOD	ACTIVITY	COMPLETE	IN PROGRESS	NOT STARTED
	deferral plans			
	Communicate with staff to promote confidence in the workplace and externally to inform other agencies with whom you have close relationships			
	Review regularly (e.g., weekly)			
	Activate internal pandemic tracking if staff become ill at work			
	Activate process for recovered and well staff members to return to work (subject to recommendations from the Medical Officer of Health, Alberta Health Services Board)			
	Activate overseas travel restrictions for staff			
	Review pandemic mitigation strategies and measures			
ALERT	INITIATE RECOVERY			
	Establish criteria and process for agreeing to return to business as normal			
	Review and update risk/impact assessment			
	Communicate internally with staff and externally with related agencies			
	Manage return to business as normal			
	Conduct full debrief of pandemic processes			
	Update pandemic plan as appropriate			
	Update pandemic mitigation strategies as appropriate			





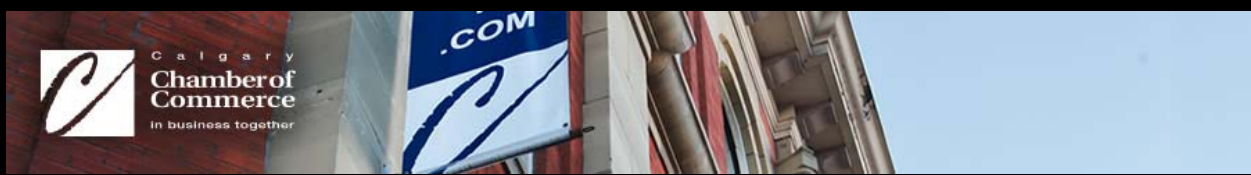
Contents of a Corporate Pandemic Plan

The foremost objective of a corporate pandemic influenza plan should be maintaining critical operations and ensuring the safety of your workforce. As you develop your pandemic plan, you should consider how you will maintain the continuity of core services and/or the production of goods that are time sensitive and critical to your customers.

Plans should also include information on how your company can take reasonable measures to reduce employee absenteeism by making sure the workplace reduces the risk of influenza exposure. It will be essential to provide a caring and supportive work environment during times of increased stress, which a pandemic will likely bring about. Lastly, your organization will also need to plan for the recovery periods between pandemic waves so that staff have the ability to review lessons learned from the response, and so operations have a chance to return to some level of normalcy.

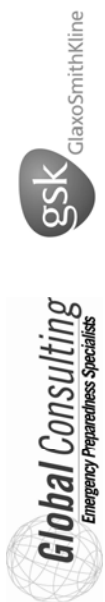
If you are ready to write your plan, here are some suggested high-level sections you can use to outline the key components of your plan. You should also consider incorporating the various departmental plans for all of your business units. Furthermore, a number of specific mitigation strategies for the different units can be summarized. The following tables outline examples of the different sections for both the high-level corporate plan, and the frontline departmental plan could include (see next two pages):

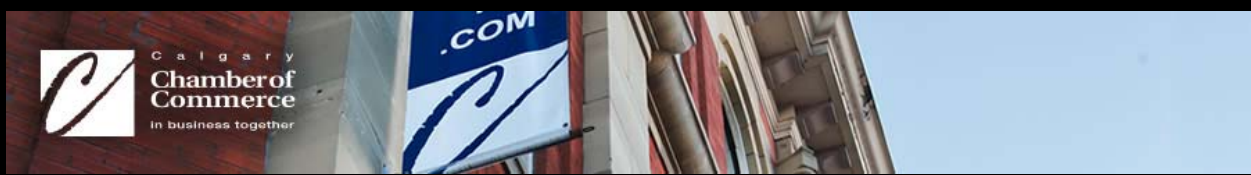




Example of Content in Corporate Pandemic Plan:

Foreword	A brief statement by the most senior person showing commitment to the plan
Purpose	A broad statement to show the general goals and objectives of the plan
Definitions	Include any definitions, technical terminology, or acronyms that may not be easy to understand or could be misunderstood
Assumptions	A list of assumptions meant to guide planning and define the scope of the overall plan.
Activation	A description of who can activate the plan, the factors that would define an emergency, and what would be required to activate the plan
Organizational Structure	Provide an organizational flow chart showing the reporting structure to be used during the crisis. Give brief descriptions of the key individuals roles within the structure, particularly if they are very different from regular roles
Departmental Plans	See next page.
Contact Lists	A current phone list of all key personnel and their alternates
Date	The plan should be dated so people know if they have the current version
Record of Amendments	As the plan changes maintain a list of all changes that have been made to the plan and when they were made
Distribution List	Maintain a current list of all personnel who have copies of the plan

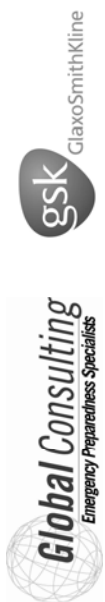


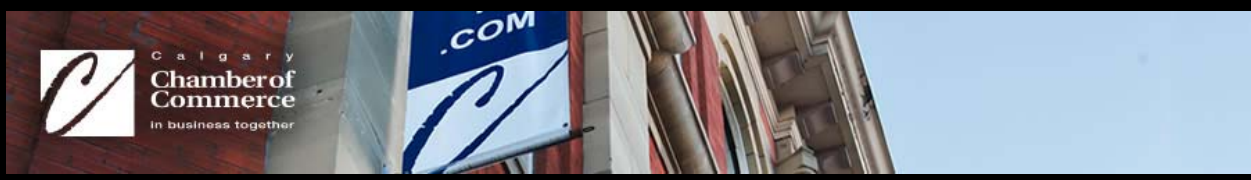


Example of Content in Departmental Plans:

Human Resources	A collection of the specific human resources policies that would be used during a pandemic.
Financial Impacts	A statement of estimated financial impacts to critical and non-critical business units based on projected employee absenteeism rates.
Social Distancing	A list of social distancing techniques to avoid contact during a pandemic and steps/documentation required to implement these strategies during a pandemic.
Telecommuting	A description of the company telecommuting strategy and it may be utilized during a pandemic.
Hygiene Best Practices	A list of hygienic best practices to help avoid exposure and protect employees, as well as any required documentation, such as posters or handouts.
Antiviral Strategy	A detailed description of any corporate antiviral strategy, as well as required documentation, medical directives, and forms.
Personal Protective Equipment	A detailed list of any stockpiled personal protective equipment with instructions on their usage and location(s).
Employee Education	A collection of relevant employee education tools including poster, email, or newsletter templates, information on how your organization is planning for a pandemic, and other pertinent documents.
Communications	Maintain a current list of all personnel who have copies of the plan
Symptoms Chart	A how-to guide for employees to recognize the symptoms of pandemic influenza from the common cold in themselves or others around them.

Please note that this is not an exhaustive list and that each organization should customize its corporate and departmental pandemic plans as they see fit.

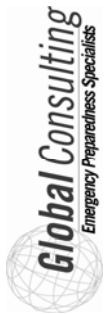




Pandemic Planning Tools

The following sections of this toolkit outline a number of planning tools and templates that your organization can use to develop and/or strengthen your corporate pandemic plan, implement mitigation strategies, and improve employee education. These tools are broken down into the following general categories:

Component	Purpose
Overall Planning Components	Description of what should belong in corporate and departmental pandemic plans
Worker Absenteeism	Analysis of the impact of worker absenteeism
Human Resource Policy	Guidance to assist human resources policy with regard to pandemics
Financial Issues	Issues to address when considering the financial impacts of a pandemic
Supply Chain	Issues to address when considering impacts to your supply chain during pandemic
Mitigation Strategies	Suggestions for infection control, telecommuting, social distancing, and pharmacologic strategies
Communication Strategies	Education templates for internal and external stakeholders
Exercising	Considerations for exercising your completed plan
Legislative and Regulatory Requirements	List of pertinent sections from Alberta Occupational Health and Safety
Further Information	Resources to guide further research or assist with creating pandemic plans
References	List of documents and research used in the creation of this toolkit; another valuable source of information



Worker Absenteeism during an Influenza Pandemic

An influenza pandemic is a unique event. Unlike other natural disasters, such as earthquakes, hurricanes, and tsunamis, which can greatly impact physical structures, a pandemic almost exclusively affects human resources. As a result, most pandemic planning tools are designed to assure and protect employees and their dependents in order to reduce sickness and, hence, worker absenteeism.

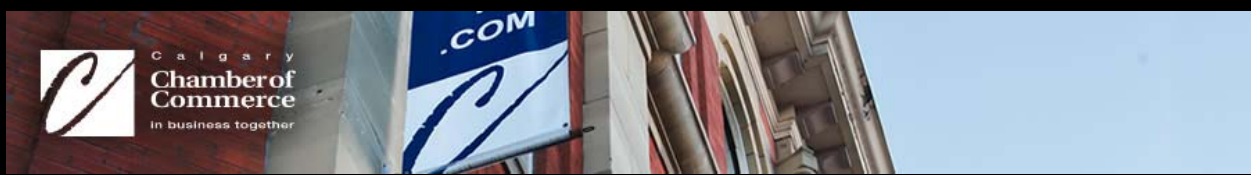
However, when considering how to reduce worker absenteeism during a pandemic, careful attention must also be paid to employees who are not sick, but may not report to work over concerns of exposure and possible infection. A recent Leger Marketing study of 2000 critical industry workers conducted

between August 7th and 23rd, 2007, found that 30% of workers would be unlikely to report to work if people in their city were diagnosed with pandemic influenza. This rate of anticipated absenteeism could be in addition to the percentage of employees already sick with pandemic influenza.

The following table, found within *Canada's Pandemic Influenza Plan for the Health Sector*, outlines prudent planning assumptions for workplace absenteeism. While these rates are all between 20-25%, other countries (e.g., New Zealand) are developing pandemic influenza plans with ranges closer to 40% absenteeism. As a result, it is recommended that you consider both the low- and high-end ranges.

Table1: Daily Peak All-Cause Absenteeism by Industry in a Single City

	Normal (February)	Illness and Care of Sick	Prudence*	Total
All Industries	8.0	5.6	6.4	20.0
Goods	8.1	3.9	4.9	16.9
Agriculture	7.0	3.1	3.3	13.4
Forestry, Fishing, Mining, Oil and Gas	9.9	3.4	4.7	18.0
Utilities	8.5	4.3	5.6	18.4
Manufacturing	7.5	4.6	5.5	17.6
Services	8.0	6.0	6.9	20.9
Trade	7.0	6.1	6.3	19.4
Transportation & Warehousing	9.5	5.0	5.9	20.4
Finance, Insurance and Real Estate	7.2	6.3	6.6	20.1
Professional, Scientific and Technical Services	6.3	6.1	6.2	18.6
Educational Services	7.5	6.4	8.7	22.6
Health Care and Social Assistance	11.1	6.3	8.2	25.6
Information, Culture and Recreation	3.8	5.7	6.3	15.8
Accommodation and Food Services	6.4	6.3	6.5	19.2
Other Services	6.5	5.0	5.1	16.6
Public Administration	9.4	6.1	7.7	23.2
*includes possible workplace-avoidance absenteeism and additional prudence to reflect work-unit heterogeneity and possible public health measures such as school closings				



Human Resources

General Policy

During a pandemic, employees will have questions regarding your organization's human resources policy on what would happen if they become sick or had to care for a dependent. Adapting or creating human resource policies that will help your organization maintain its critical functions is a key element of any pandemic plan.

An organization's culture may also have to be addressed by internal human resource professionals. For example, your employees may currently come to work if they are feeling sick. In a pandemic, when the risk of infection and illness is so much greater, this practice will have to be avoided at all costs to ensure that other employees are not infected.

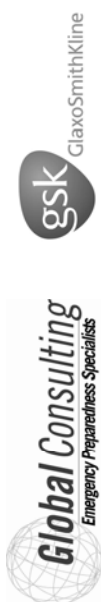
There are a number of elements that are important in developing a pandemic plan with regards to the employees of your company. Your plan should include:

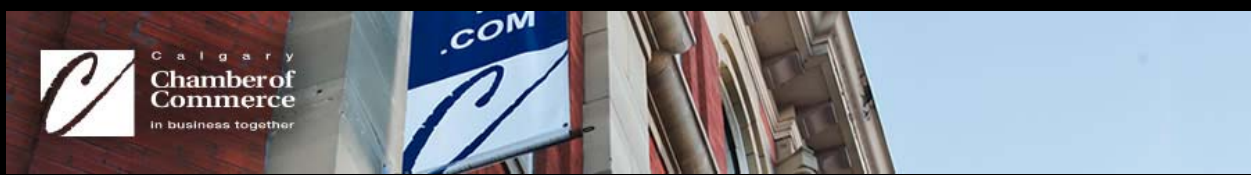
- Coordination with occupational health and safety officials, and the local health organization to know your rights and obligations;
- Policies and practices that account for increased absenteeism, especially with regard to key positions within your staffing structure;
- Organizational policies and practices that encourage excellent workplace hygiene;
- Policies and practices to allow for social distancing during the pandemic;
- A pharmaceutical strategy; and,
- Policies for those who may have been exposed to the virus; and,
- A Communication plan for keeping employees informed.

A number of tools and resources are available in the Mitigation Strategies section of this toolkit, which can be used to ensure your organization addresses these concerns, particularly when it comes to employee education and improving infection control.

Coordination with Government Agencies

To assure that your organization meets all obligations to your employees, it is very important to consult with relevant government documents and legislation or with the government directly.





At the federal level, for example, the *Canadian Labour Code* provides three rights for employees:

- Right to Know;
- Right to Participate; and,
- Right to Refuse.

Right to Know: Employees have the right to be informed of known or foreseeable hazards such as pandemic influenza. They must be given the information, instruction, training, and supervision necessary to protect their health and safety in the workplace. Effective communication will be crucial in preparing for and controlling the pandemic influenza virus.

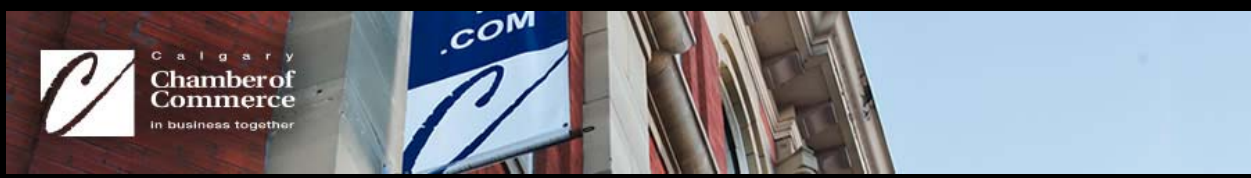
Right to Participate: Employees have the right and responsibility to identify and correct job-related health and safety issues. They could exercise this right during an influenza pandemic. Employees can also participate through a complaint process and may complain if preparations for an influenza pandemic have not been handled well.

Right to Refuse: Employees can also refuse work where there is reasonable cause to believe:

- A dangerous condition exists; and/or,
- An activity constitutes a danger to one or more employees.

Alberta's *Occupational Health and Safety Act* contains other provisions that may affect your business; the most relevant sections of the Act have been provided in this toolkit. Coordinating with the provincial and federal government will help you create a plan in compliance with these regulations.





Alberta Occupational Health and Safety Legislation

The most relevant sections of the Alberta Occupational Health and Safety Act and Occupational Health and Safety Code with regard to working during a pandemic are as follow. Sections 7-10 under the Occupational Health and Safety Code describe a hierarchy of action for the management of hazards:

Employer responsibility

2(1) Every employer shall ensure, as far as it is reasonably practicable for the employer to do so,

- a. the health and safety of
 - i. workers engaged in the work of that employer, and
 - ii. those workers engaged in the work of that employer but present at the worksite at which that work is being carried out, and
- b. that the workers engaged in the work of the employer are aware of their responsibilities and duties under this Act, the regulations and the adopted code.

Hazard assessment

7(1) An employer must assess a work site and identify existing or potential hazards before work begins at the work site.

7(2) An employer must prepare a report of the results of a hazard assessment and the methods used to control or eliminate the hazards identified.

7(3) An employer must ensure that the date on which the hazard assessment is prepared or revised is recorded on it.

7(4) An employer must ensure that the hazard assessment is repeated

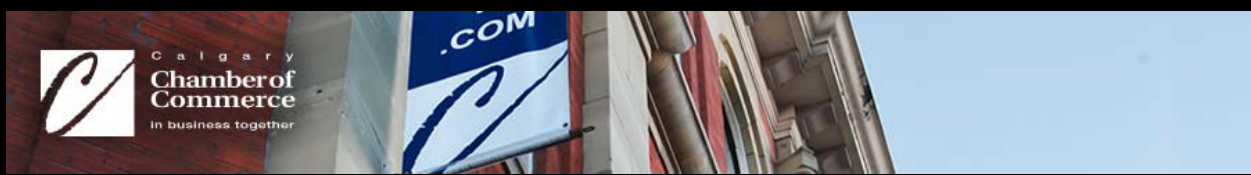
- a. at reasonably practicable intervals to prevent the development of unsafe and unhealthy working conditions,
- b. when a new work process is introduced,
- c. when a work process or operation changes, or
- d. before the construction of a new work site.

Worker participation

8(1) If reasonably practicable, an employer must involve affected workers in the hazard assessment and in the control or elimination of the hazards identified.

8(2) An employer must ensure that workers affected by the hazards identified in a hazard assessment report are informed of the hazards and the methods used to control or eliminate the hazards.





Hazard elimination and control

9(1) If an existing or potential hazard to workers is identified during a hazard assessment, an employer must take measures in accordance with this section to

- a. eliminate the hazards, or
- b. if elimination is not reasonably practicable, control the hazard.

9(2) If reasonably practicable, an employer must eliminate or control a hazard through the use of engineering controls.

9(3) If a hazard cannot be eliminated or controlled under subsection (2), the employer must use administrative controls that control the hazard to a level as low as reasonably achievable.

9(4) If the hazard cannot be eliminated or controlled under subsections (2) or (3), the employer must ensure that the appropriate personal protective equipment is used by workers affected by the hazard.

9(5) If the hazard cannot be eliminated or controlled under subsections (2), (3) or (4), the employer may use a combination of engineering controls, administrative controls or personal protective equipment if there is a greater level of worker safety because a combination is used.

Emergency control of hazard

10 If emergency action is required to control or eliminate a hazard that is dangerous to the safety or health of workers,

- a. only those workers competent in correcting the condition, and the minimum number necessary to correct the condition, may be exposed to the hazard, and
- b. every reasonable effort must be made to control the hazard while the condition is being corrected.

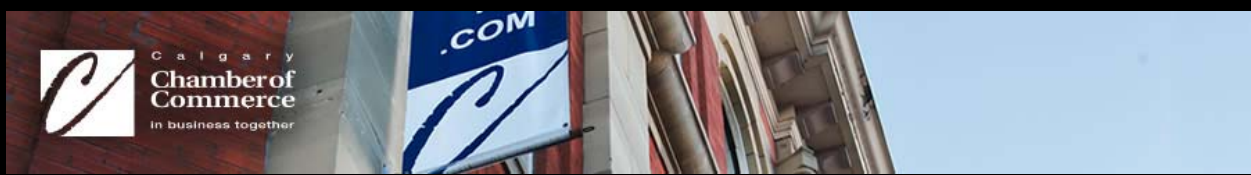
Potential worker exposure

21(1) If a worker may be exposed to a harmful substance at a work site, an employer must identify the health hazards associated with the exposure and assess the worker's exposure.

21(2) The employer must ensure that a worker who may be exposed to a harmful substance at a work site

- a. (is informed of the health hazards associated with exposure to that substance,
- b. is informed of measurements made of airborne concentrations of harmful substances at the work site, and





- c. is trained in procedures developed by the employer to minimize the worker's exposure to harmful substances and understands the procedures.

21(3) A worker who is provided with training under subsection (2) must use the procedures appropriately and apply the training.

Section 35(1) Existence of imminent danger. No worker shall

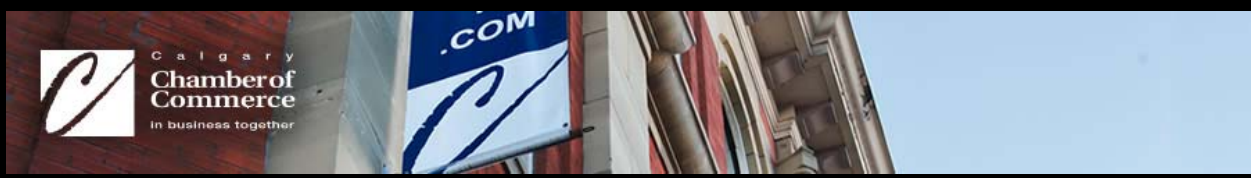
- a. carry out any work if, on reasonable and probable grounds, the worker believes that there exists an imminent danger to the health or safety of that worker,
- b. carry out any work if, on reasonable and probable grounds, the worker believes that it will cause to exist an imminent danger to the health or safety of that worker or another worker present at the work site, or
- c. operate any tool, appliance or equipment if, on reasonable and probable grounds, the worker believes that it will cause to exist an imminent danger to the health or safety of that worker or another worker present at the work site.

Imminent danger

Section 35(2) In this section, "imminent danger" means in relation to any occupation

- a. a danger that is not normal for that occupation, or
- b. a danger under which a person engaged in that occupation would not normally carry out the person's work.





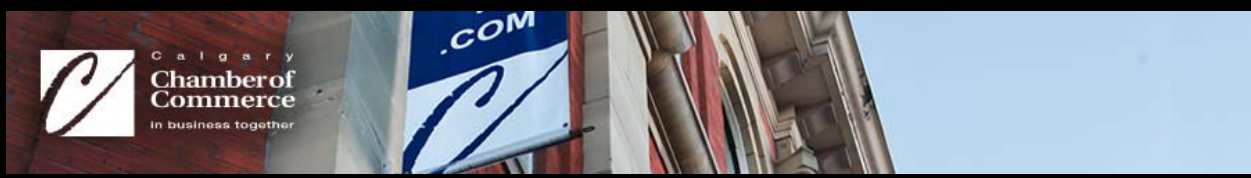
Financial Impacts

Calculating the financial impacts of a pandemic will help your organization determine the extent of risk to core operations during a pandemic and enable you to plan accordingly. Your financial impact analysis should include:

- Estimates of the impact of decreases in consumer demand during a pandemic (percentage depends on sector and severity of pandemic);
- Estimates of supply shortages (plan on the assumption that shortages will take place);
- Estimates of the cost of employee work days lost (20–40% absenteeism, 7-10 days per employee) and possible cost of reimbursement programs;
- The potential for an increase in the age of receivables on the books as clients take longer to pay their bills;
- The potential for a greater than usual need to write off receivable accounts as clients are unable to pay their bills;
- Costs associated with stockpiling and ensuring a sufficient surge capacity for shortages in critical supplies;
- Costs associated with antiviral and personal protective equipment stockpiling;
- Costs associated with hygiene supplies and personal protective equipment (as necessary); and,
- Costs associated with implementation of alternate communications channels in case normal communication channels become unreliable or overloaded.

If you suspect that your business would suffer serious income shortfalls during a pandemic, a contingency fund to cover essential operations would be highly recommended.



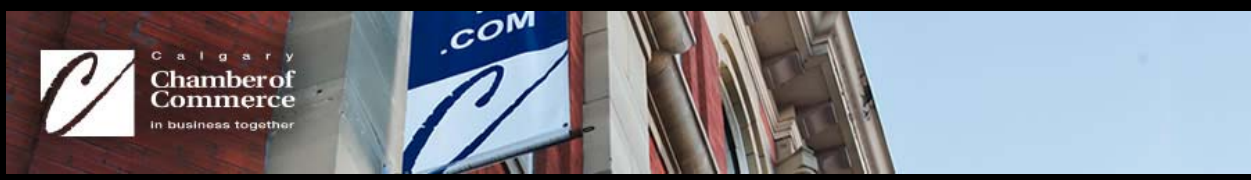


Supply Chains

Supply chains will be vulnerable during a pandemic and it is assumed that normal distribution process will be severely disrupted. There are a number of strategies that could help you secure your organization's key raw materials against a supply chain disruption:

- Begin establishing strong supplier relationships to ensure the provision of stock and critical supplies to your organization when workforces are reduced across all industries, and supply is limited.
- Make sure that your suppliers have pandemic influenza contingency plans and ask to see them so that you can assess the strength of your supply chain.
- Adjust your sourcing strategy to include multiple suppliers. In times of crisis, a single-source strategy exposes you to increased risk. You should have relationships with several suppliers, ideally in dispersed geographical areas, in case a supplier's operations are brought to a halt by the pandemic. This may be particularly important for suppliers that ship over international borders, which may be closed during a pandemic.
- Ensure you have increased levels of key inventory items that could be in significant demand during a pandemic, such as health care products.
- Assess the location of your global suppliers. Countries where pandemic influenza is infecting humans may be more susceptible to customs restrictions, which may tighten in order to contain the spread of the virus.
- Revise your *Force Majeure* clause. Make sure that your contract(s) contains a *Force Majeure* clause that specifically addresses pandemic influenza to protect your organization from being committed to any purchase quantity guarantees if your company is affected by an outbreak.
- Identify critical tasks in your supply management department and redundancies for as many employees as possible in case of illness or necessity to care for dependents.
- Ensure protective measures (e.g., annual influenza vaccine, antivirals, rapid access to health care services, personal protective equipment, etc.) are in place for those employees who are critical to your transportation or supply networks.





Mitigation Strategies

After identifying the core people and skills necessary to keep the critical functions of your business operating, along with addressing financial, supply chain, and human resources concerns, your pandemic plan should consider how to minimize illness among staff and visitors. These fundamental strategies should include:

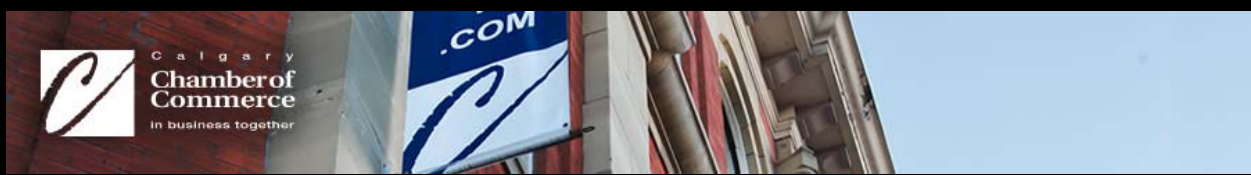
- Restricting workplace entry of people with influenza symptoms;
- Practicing good personal hygiene and workplace cleaning habits;
- Increasing social distancing (e.g. telecommuting, avoid face-to-face contact); and,
- Managing staff members who become ill at work.

The following is a brief summary of influenza protection measures that your organization could consider employing:

Protective Measure	Applicable To
Hand hygiene, cough etiquette, ventilation	Everyone, all the time
Influenza sick leave policies	Every organization, all the time
Social distancing	Everyone, whenever practical during a pandemic
Protective barriers	Situations where regular work practice requires unavoidable, relatively close, contact with the public
Disposable N95 respirator	Workers in any community or health care setting who are caring for the sick (this includes first responders) Also as a possible addition to protective barriers during instances where your employees have extremely close and prolonged contact with members of the public
Eye protection, gloves, gowns/aprons	Health care workers participating directly in close contact patient care when there is a high risk of contact with respiratory secretions, particularly via aerosols (mostly inpatient health care settings).
Antivirals	Situations where employees may require additional protective measures in order to feel safer during a pandemic and/or to complete their jobs (e.g., high level of direct contact/interaction with members of the public). Suitability for receipt of corporate antivirals should be determined based on a well-supported corporate strategy developed well in advance of the need to dispense the medication.



Policies for Employees Exposed to the Virus and Restricting Access



Establishing policies for those people or employees who have been exposed to, or infected by, the pandemic virus will be essential to assuring your plan's effectiveness. As discussed earlier, infected persons can be contagious for up to 48 hours before showing symptoms of influenza. Therefore, early detection may be difficult.

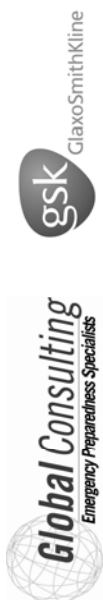
As you develop your plans for how to approach employees who are suspected of having contracted the virus remember these three steps:

- Identification;
- Management of the employee; and,
- Management of transmission.

There are several options in the identification of those who may be affected by the virus. In cases of larger organizations, it may be possible to assign a trained staff person (possibly your pandemic planner) to screen incoming employees at the beginning of every work day.

Alternatively, the best approach is to educate your employees about the symptoms of influenza and encourage them to report their symptoms. With this approach, it is essential for employees to self-diagnose influenza, and be aware of how the virus spreads.

Optimally, employees will be educated on how to self-screen and not come into work voluntarily if they exhibit any symptoms of infection. However, this may not always be the case. It is therefore important to have widely communicated policies about what is expected of infected employees. A number of standard operating procedures for the screening and identification of employees and visitors who may exhibit pandemic symptoms are provided, along with informational posters and signs to communicate possible internal infection control policies.





Sample Influenza Notification

When an outbreak occurs in your community, you can post this notice to remind employees of the symptoms of influenza and what to do if they are becoming sick.

INFLUENZA NOTIFICATION

DO NOT COME TO WORK if you have:

- chills, shivering and a fever (temperature >38°C)
- onset of muscle aches and pains
- sore throat
- dry cough
- trouble breathing
- sneezing
- stuffy or runny nose
- exhaustion

If some of the above apply to you, please go home and wait until you have recovered before returning to work.

If you have recently arrived from overseas or returned from overseas, please ask to speak to the Influenza Manager (see below).

If you start to feel ill at work, DO NOT leave your work area.

Call your Influenza Manager
Ext.....

Screening Checklist for Suspected Pandemic Influenza Cases (Workplace or Home)

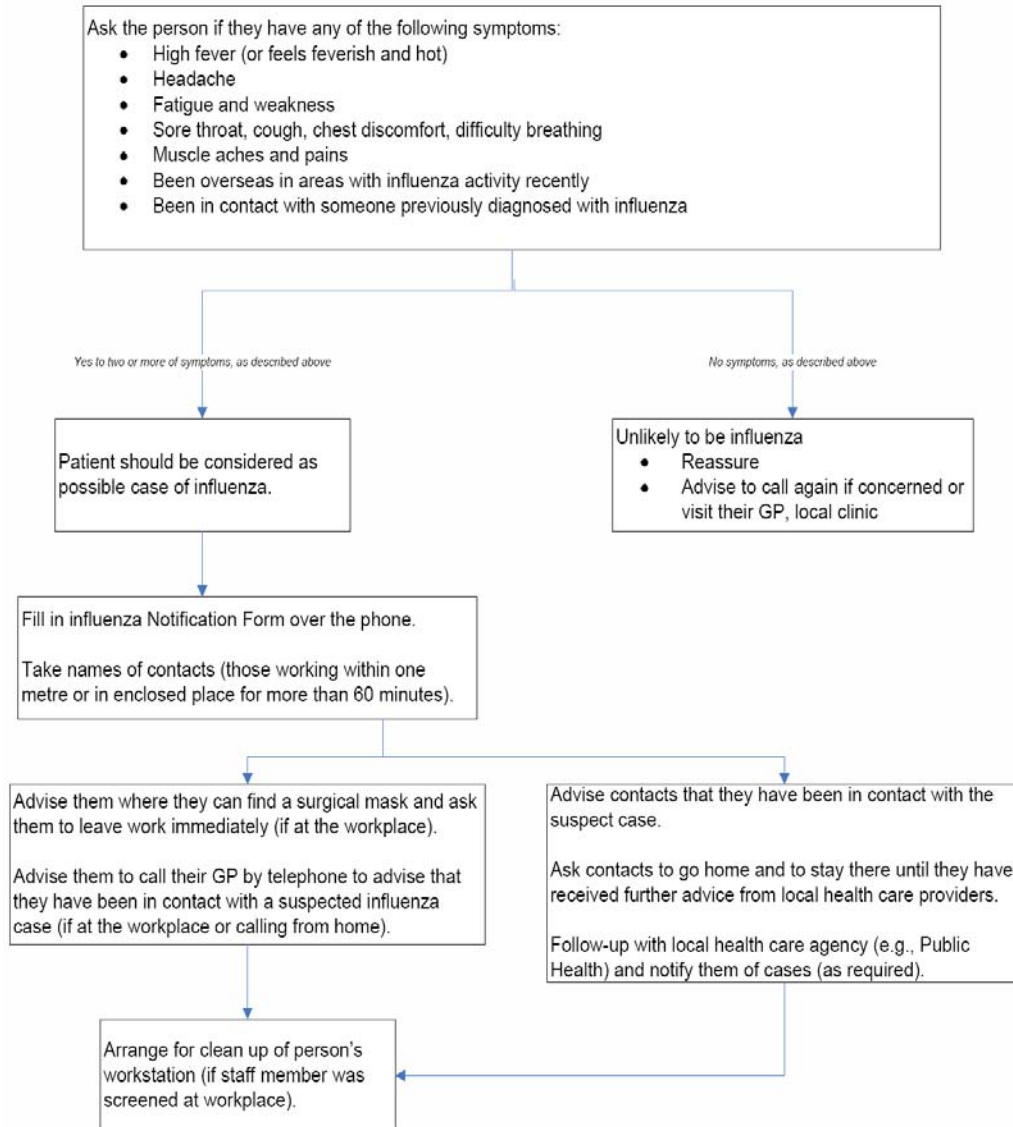


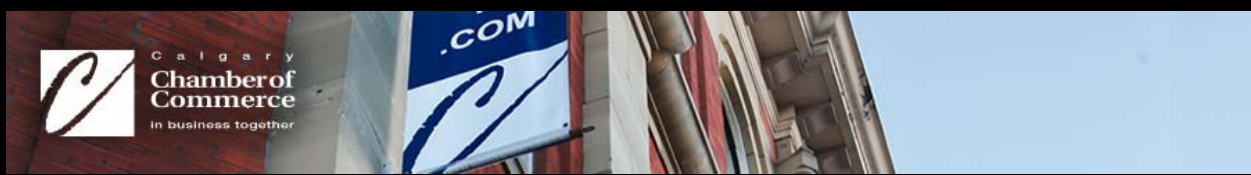


**Screening Checklist
For Detection and Management of Suspected Pandemic Influenza Cases**

Process

- 1) The Influenza Manager (or designate) receives a call from a person suspecting that they may have influenza.
- 2) Do not visit the person if this can be avoided – manage the process over the telephone.
- 3) Follow the flowchart below (this flow chart can be provided to employees in advance to facilitate self-screening).





Notification Form: Suspected Influenza Case at Work or at Home

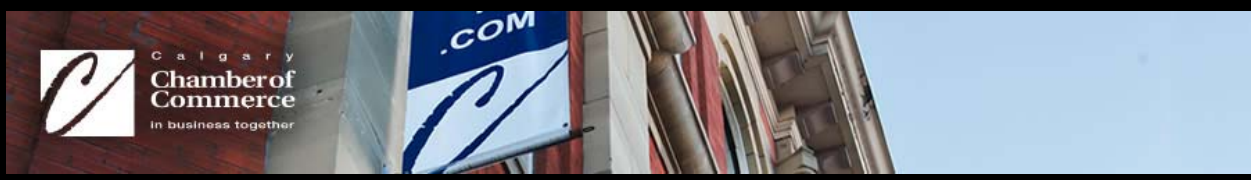
Details of Affected Staff:

Name:	Worksite (if applicable):	Location of Isolation:
Job Title:	Nationality if Visitor to Site:	Date of Birth:
Address:		
Telephone no: _____ (W) _____ (H) _____ (M)		
Symptoms noticed:		
Fever <input type="checkbox"/>	Body aches <input type="checkbox"/>	
Headache <input type="checkbox"/>	Fatigue <input type="checkbox"/>	
Dry cough <input type="checkbox"/>	Other : <input type="checkbox"/>	Details: _____
Time of fever on-set: _____		
Time of isolation: _____		
Travel history over the past eight days:		
Countries / regions / sites / homes visited: _____		
Flights taken: _____		
Known influenza activity in region?		
Where referred:		
Contact List (see separate page)		

Details of Reporter

Name:
Job Title:
Telephone no: _____ (W) _____ (H) _____ (M)





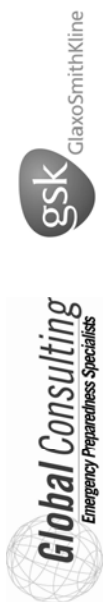
Contact List

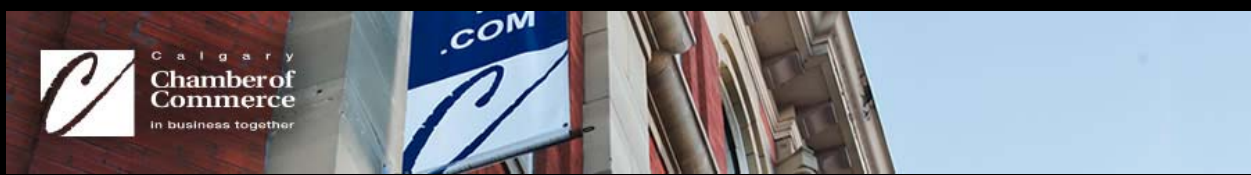
The PHAC currently defines pandemic influenza contacts as someone with face-to-face exposure within one metre of a communicable case. These are likely to include family members and/or other living companions, workmates (if in close contact situations or confined airspace environments), and some recreational companions.

Epidemiological evidence from a developing pandemic may change the definition of a “contact.” Employers should check the Alberta Health Services Calgary Health Region website for updated definitions and advice should a pandemic be declared.

Retain this list and provide to the Medical Officer of Health or his/her designated officer on request during a pandemic.

Persons whom the affected staff has interacted with since displaying symptoms.			
Name	Email	Telephone no.	Address
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			





Workplace Cleaning

During a pandemic, you will need to implement additional measures to minimize the transmission of the virus through environmental sources, particularly hard surfaces (e.g., sinks, handles, railings, objects and counters). Transmission from contaminated hard surfaces is unlikely but influenza viruses may live up to two days on such surfaces.

Influenza viruses are inactivated by alcohol and by chlorine. Cleaning of environmental surfaces with a neutral detergent followed by a disinfectant solution is recommended. Surfaces that are frequently touched with hands should be cleaned often, preferably daily. The table below suggests the appropriate choice and concentration of disinfectants:

Disinfectants	Recommended use	Precautions
<p>Sodium hypochlorite (5% household bleach):</p> <p>Use concentrations ranging from 1 part bleach to be mixed with 99 parts of tap water (1:100) or 1 part of bleach to be mixed with 9 parts of tap water (1:10) depending on the amount of organic material (e.g., blood or mucous) present on the surface to be cleaned and disinfected.</p>	<p>Disinfection of material contaminated with blood and body fluids.</p>	<p>Should be used in well-ventilated areas.</p> <p>Protective clothing required while handling and using undiluted bleach.</p> <p>Do not mix with strong acids to avoid release of chlorine gas.</p> <p>Corrosive to metals and fabrics.</p>
<p>Granular chlorine:</p> <p>NaDCC powder (Sodium dichloroisocyanurate) with 60% available chlorine</p> <p>Dissolve 8.5 grams in one litre of tap water</p>	<p>May be used in place of liquid bleach, if it is unavailable.</p>	<p>Same as above.</p>
<p>Alcohol (e.g., Isopropyl 70%, ethyl alcohol 60%)</p>	<p>Smooth metal surfaces, tabletops and other surfaces on which bleach cannot be used.</p>	<p>Flammable and toxic. To be used in well-ventilated areas. Avoid inhalation.</p> <p>Keep away from heat sources, electrical equipment, flames, and hot surfaces.</p> <p>Allow it to dry completely, particularly when using diathermy, as this can cause diathermy burns.</p>

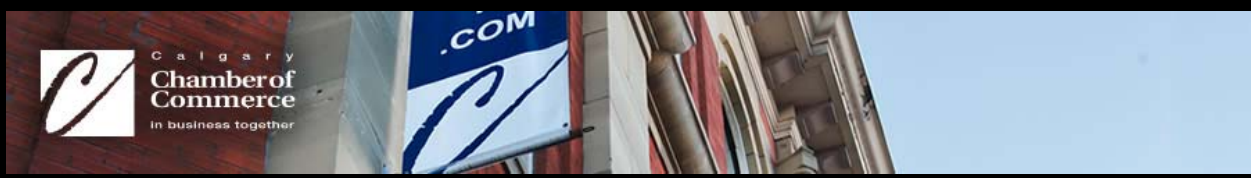




Social Distancing

Another strategy to protect staff is minimizing their contact with others. Crowded places and large gatherings of people should be avoided, whether in internal or external spaces. A distance of at least one metre should be maintained between persons wherever practical. Larger distances are more effective. Visiting people who are unwell and having contact with them should be avoided wherever practicable. Suggestions on how to minimize contact include:

- Avoid meeting people face-to-face – use the telephone, video conferencing and the internet to conduct business as much as possible – even when participants are in the same building.
- Avoid any unnecessary travel, and cancel or postpone non-essential meetings, gatherings, workshops, training sessions, etc.
- If possible, arrange for employees to work from home or work variable hours to avoid crowding at the workplace.
- Practice “ghost” shift changes wherever possible, with the shift going off-duty leaving the workplace before the new shift enters. If possible, leave an interval before re-occupation of the workplace. If possible, thoroughly ventilate the workplace between shifts by opening doors and windows or turning up the air-conditioning.
- Avoid public transport: walk, cycle, drive a car or go early or late to avoid rush hour crowding on public transport.
- Bring lunch and eat at your desk or away from others (i.e., avoid the cafeteria and crowded restaurants). Introduce staggered lunchtimes so numbers of people in the lunch room are reduced.
- Do not congregate in coffee rooms or other areas where people socialize. Do what needs to be done and then leave the area.
- If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large meeting room and sit at least one meter away from each other if possible; avoid shaking hands or hugging. Consider holding meetings in the open air.
- Set up systems where clients / customers can pre-order / request information via phone / email / fax and have order / information ready for fast pick-up or delivery.
- Encourage staff to avoid recreational or other leisure classes / meetings etc. where they might come into contact with infectious people.



Telecommuting

Another strategy that has been suggested for the maintenance of certain services and operations during a pandemic is telecommunication. Telecommuting typically involves the use of a computer and the Internet to access organization files and programs to perform work from a location other than the primary workspace of the employee.

This strategy involves several issues that employers must be aware of should they consider implementing such a program during a pandemic:

- While the risk of infection in the workplace or while commuting to work is greatly reduced by telecommuting, employees can still be infected by family members, dependents, co-habitants, or other people in their homes or public workspaces (i.e., coffee shops, libraries, etc.).

Secure access through mechanisms such as Virtual Private Networks (VPN) will be required in order to protect intellectual property and critical business intelligence.

- Bandwidth may not be guaranteed by the organization's Internet Service Provider (ISP) during a pandemic or the organization could be placed in a lower category of service priority.

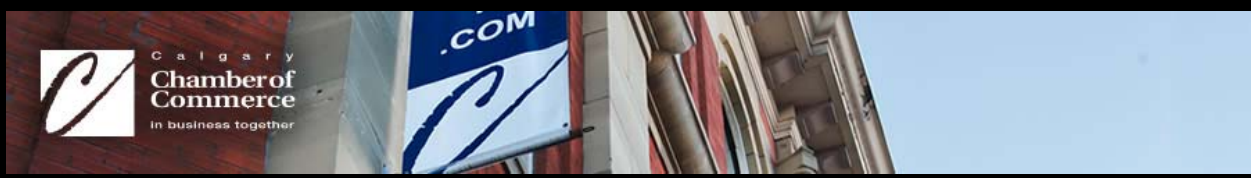
Some employees will not be able to telecommute based on their job duties.

Other employees may still want to come to work to perform certain tasks.

- An employee's ability to produce work may be reduced when away from their workspace.

If an organization wishes to engage in a telecommunication strategy, it should do so with the understanding that other work arrangements may be required, such as alternate work hours and social distancing. In addition, any telecommuting system will have to be tested both by the employer and employee in order to address potential problems and ensure sufficient capability well in advance of a pandemic.





Hygiene Best Practices

The following hygienic practices, in addition to preventing the spread of pandemic influenza, may contribute to your workplace's overall health and wellness strategy. Most communicable diseases are preventable through good hygiene.

As mentioned previously, **hand washing is the single most important defence against the transmission of the influenza virus.** You may consider purchasing alcohol-based hand sanitizer in addition to soap, as a convenient way to encourage employees to keep their hands clean throughout the workplace.

In addition to encouraging good hand hygiene, consider talking to employees about:

- Disposing of used tissues immediately;
- Covering the nose and mouth when sneezing or coughing by using a tissue or one's shoulder/arm sleeve; and,
- Keeping hands away from eyes, nose, and mouth until after they have properly washed their hands or used hand sanitizer.

These practices will go a long way toward preventing the spread of disease now, and minimizing its effects when a pandemic is declared. The poster below outlines such best practices for both hand washing and the use of alcohol-based hand sanitizer.

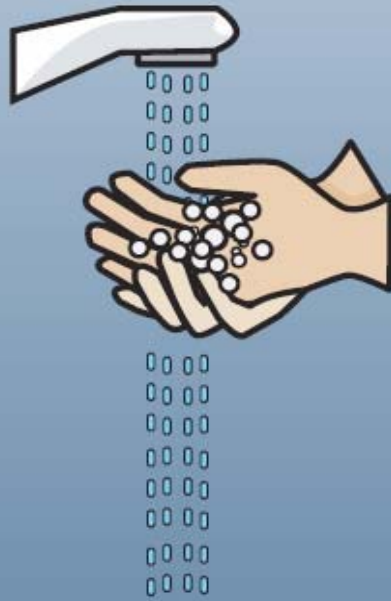


HAND HYGIENE

To wash hands properly, rub all parts of the hands and wrists with soap and water or an alcohol-based hand sanitizer. Wash hands for at least 15 seconds or more. Pay special attention to the areas of the hand most frequently missed.

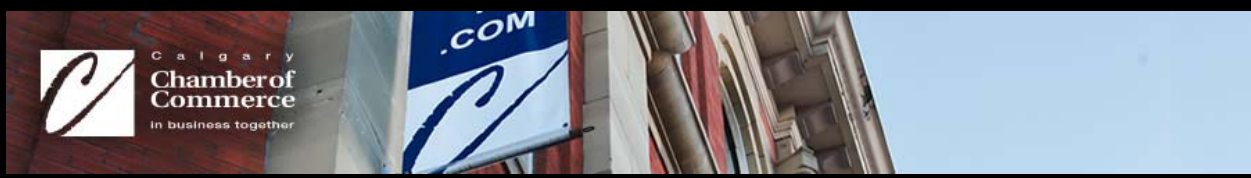
- Keep nails short
- Remove watches and bracelets
- Wash wrists and forearms if they are likely to have been contaminated
- Make sure that sleeves are rolled up and do not get wet during washing

HAND WASHING WITH SOAP AND WATER



DISINFECTING WITH ALCOHOL SANITIZER





Pharmacologic Interventions

Vaccine

The seasonal flu shot will not protect from pandemic influenza as the pandemic influenza strain will differ significantly from previous strains. Vaccines are virus-specific and so it will take some time (4-6 months) to develop a vaccine that will protect you and your staff from the pandemic influenza virus strain.

However, it is always a good practice to encourage your staff to get the annual flu vaccine, and provide access to the vaccine if possible. This strategy will pay dividends in reducing the number of absences due to the seasonal flu every year, and may familiarize your workforce with methods for locating pandemic information regarding mass vaccination when it becomes available through your local health unit.

Receiving vaccinations regularly can not only decrease the chance that an employee becomes sick but also decreases the likelihood of infecting a dependent, such as a child or elderly parent, that the employee may have to care for.

Antivirals

Antiviral drugs are medications that are prescribed to treat or prevent seasonal influenza by:

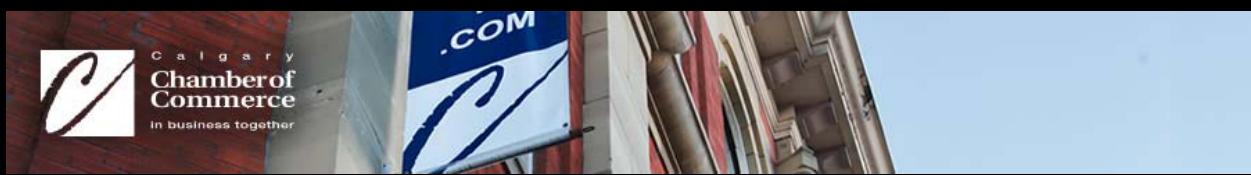
- Inhibiting the ability of the influenza virus to spread through the body;
- Limiting the severity of an individual's illness; and
- Reducing the ability of the virus to spread between people.

Antivirals, however, are different from a flu vaccine. A vaccine is a shot comprised of inactive flu viruses that are administered to individuals to allow the body to develop a natural immune response to specific strains of influenza. In a pandemic scenario, antivirals would be utilized for the treatment and/or prevention of influenza symptoms and infection while a vaccine is being developed, a process that can take several months.

Two brands of antiviral drugs that currently exist in the marketplace are Relenza and Tamiflu. Relenza is made by GlaxoSmithKline and is inhaled, while Tamiflu is manufactured by Roche Pharmaceuticals and is taken primarily in pill form. Given the effectiveness of antiviral medications such as Relenza and Tamiflu in treating seasonal influenza, the World Health Organization (WHO) recommends that governments stockpile these drugs in preparation for an influenza pandemic.

In the United States and Canada, a limited public supply of antivirals will be available during a pandemic. Alberta's antiviral stockpile will be used for early antiviral treatment of ill persons who present to a designated health care



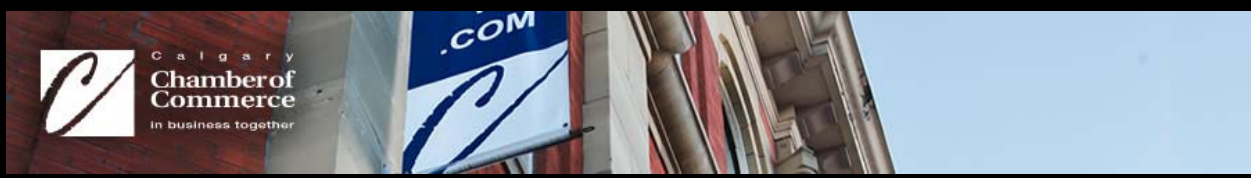


provider/facility within 48 hours of symptom onset. Recognizing the potentially significant business impact of an influenza pandemic on workers and the limited availability of government-provided antivirals, many private organizations have elected to develop their own corporate antiviral strategies and stockpiles as part of their overall pandemic preparedness initiatives. The Leger Marketing Group found in a survey of 2000 critical industry workers that 90% say they would be likely to report to work if their employer provided preventative flu medicines.

When planning to secure an antiviral stockpile, organizations ought to consider the following planning areas and ensure they have the necessary resources to support such an effort:

- **Choosing antivirals:**
 - Which kind of antivirals are going to be stockpiled (and if both types, what will be the percentage of each)?
- **Specifying the type of antiviral program:**
 - Will the strategy focus on treatment, prophylaxis, or both?
- **Determining who will be eligible for the corporate antiviral program:**
 - What type of ethical framework will be used/what criteria will be involved to select the employees/dependents that may be eligible to participate in the program?
- **Prescribing and acquiring antivirals:**
 - What medical oversight will be involved to secure the stockpile and ensure sign-off when distributed?
- **Storing, dispensing, and delivering antivirals:**
 - What logistical resources are in place to facilitate the storage, delivery, and distribution of the antivirals to your employees?





Employee Education: Self-Care and Supporting Loved Ones

If you are ill with the flu, or if you have to care for someone who is already sick, the following general information will help you take care of yourself and ensure you are taking the right precautions to avoid spreading the virus to others.

Here are some general tips:

- Get lots of rest. Make sure you stay home if you are sick.
- Drink plenty of fluids. Try to drink a 6-8 oz glass of juice, water, or other fluid every hour you are awake.
- Gargle with warm salt water to ease a sore throat. Lozenges and hard candies also help sore throats.
- Use saline nose drops or spray if you need to soothe or clear a stuffy nose. Try not to blow your nose as this may send secretions farther into your sinuses and promote further infection.
- Wash your hands often, either with warm water and soap, or with a waterless alcohol-based hand sanitizer.
- Don't smoke and avoid second-hand smoke.
- Keep telephone contact information of friends and relatives close-at-hand in case you need to contact someone to help you and/or your loved ones when ill.
- Keep in touch with friends and family by email or phone to help with feelings of loneliness if you are confined to your home while you're sick.
- For up to date health information access the Alberta Health Services website and/or call Health Link at 403-943-LINK(5465) or Toll Free @ 1-866-408-LINK(5465).

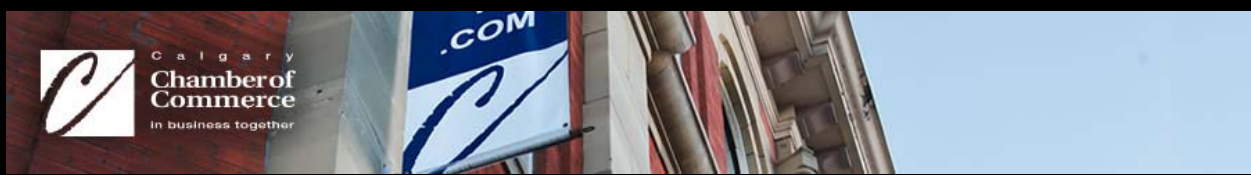
Using over the counter medications

When you go to purchase medications for influenza, you may wish to take this booklet along. Your pharmacist can help you find the best products with the active ingredients mentioned below.

Keep these tips in mind when purchasing medications to help ease your influenza symptoms:

- It is better to buy a remedy that treats only one symptom.





- Read the label to see if you are using another medication with the same ingredient.
- Try “regular” strength products first.
- Follow instructions on the label. Look for possible side effects, warnings regarding interactions with other drugs, or health conditions that may be affected by the medication.
- Check expiry date of the medication. Take outdated medication to the pharmacy for disposal.

Treating muscle pain and fever with over-the-counter medications:

- Acetaminophen (Tylenol®) is a good choice as it does not irritate the stomach.
- Ibuprofen (Advil®) can also be used but it may irritate the stomach.

Treating a cough with over-the-counter medications:

- While uncomfortable, sometimes a cough can be helpful if it is getting rid of mucous in your system.
- If a dry cough is keeping you awake or is causing chest discomfort, try a cough suppressant such as Dextromethorphan (Benylin®, Robitussin®).
- If you need help to loosen mucus, an expectorant such as Guaifenesin may help.
- However, it is not helpful to take both a cough suppressant and expectorant together.

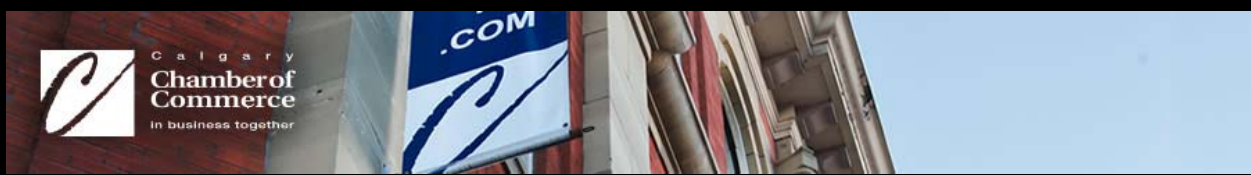
Treating a sore throat with over-the-counter medications

- Try lozenges or throat sprays (e.g., Chloraseptic®).
- Dyclonine works best to numb the throat.
- Products that contain honey, herbs, or pectin may also work to soothe a sore throat.

Treating a stuffy nose with over-the-counter medications:

- Decongestants help shrink swollen blood vessels in the nose; such medications come in pills or nasal sprays/drops.





- Nose drops or sprays work quickly and have fewer side effects than pills. However, sprays should only be used for two to three days or they can make the symptoms worse. (Essential ingredients to look for are Oxymetazoline, Phenylephedrine and Xylometazoline.)
- If you are still stuffy after two to three days, you may want to switch to pills. Pills take about ½ hour to work and may cause dry mouth and affect your sleep (e.g., Pseudoephedrine is a decongestant in pill form).
- If you have a long-term health problem or are on other medications, do not take decongestants without speaking to a health-care provider.

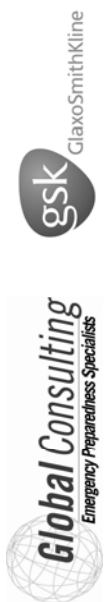
Your illness gets worse: When to seek medical care

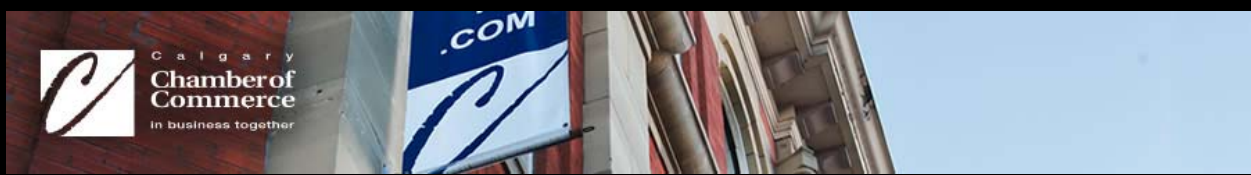
Generally, when you have the flu, you begin to feel better after your fever goes down and your temperature returns to normal – this usually occurs in about three days. You are often ready to return to normal activities in a week. It is common for tiredness and a cough to linger on for several more weeks.

During an influenza pandemic, however, the virus may be more severe than during a normal flu season, and your symptoms may last longer and you may feel worse than with a “regular” flu virus.

If you have already visited an assessment centre or another healthcare facility during the pandemic, and you think your illness is getting worse, proceed to the nearest assessment centre for a re-evaluation of your condition. You may then be sent to receive further treatment at an influenza treatment centre or at an acute care facility.

If you are unable to transport yourself to an assessment centre due to your worsening condition, immediately dial 9-1-1 and inform the dispatcher of your condition and your need for transport because of your pandemic illness.





Symptoms to look out for if your condition worsens include:

- Shortness of breath while resting or doing very little.
- Difficult or painful breathing or wheezing.
- Coughing up bloody sputum.
- Chest pain.
- Your fever remains for up to three or four days without improvement.
- Extreme drowsiness and difficulty awakening.
- Disorientation or confusion.
- Severe earache.
- Sudden inability to function in a normally independent elderly person.
- Constant vomiting, especially in an elderly person.

You should also consider seeking **medical care immediately** if your condition worsens and you fall within one or more of the following high risk categories:

- You have heart or lung disease or any chronic condition that needs regular medical attention.
- You are frail or have an illness.
- You are on treatments that may affect your immune system.

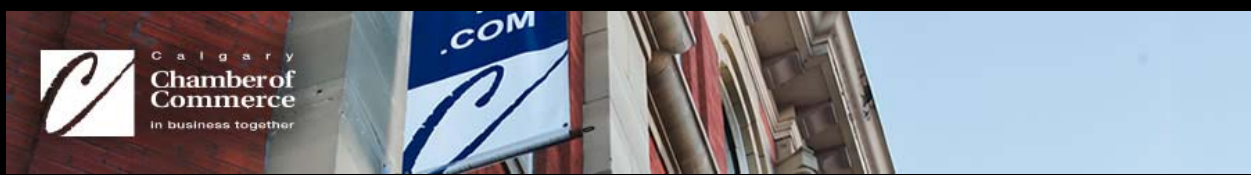
Caring for Children with Influenza

Influenza is more severe in children under five years of age, especially between the ages of six and 12 months. Young children with influenza may have the same symptoms as adults, but there are some differences in babies and toddlers. A pandemic influenza virus, however, may result in even more severe symptoms in children.

How to care for a child with influenza

- Take the child's temperature first to see if their fever is still high. Use children's or infant Acetaminophen (Tylenol®) every four to six hours to lessen their fever and muscle pain. Ibuprofen is another option, but it should not be used for infants less than four months old.
- Children under 18 should NOT take acetylsalicylic acid (Aspirin®) or any product containing ASA. Combined with influenza, ASA can





cause Reye's Syndrome, a very serious condition affecting the nervous system and the liver of the child.

- To assist in controlling their temperature, dress a child in lightweight clothing and keep the room at 20°C.
- Offer water or juice (or breast feed) often when the child is awake to keep them hydrated.
- If possible, keep your child at home and away from school for at least five days after they show signs of being sick. Encourage the child to rest or involve them in quiet activities while they are getting better.
- Try saline nose drops for a stuffy nose or cough, and encourage your child to cover their nose and mouth when sneezing and/or coughing.
- Throw tissues in the trash immediately after wiping child's nose and be sure they wash their hands with warm water and soap to limit their ability to transmit the virus.
- Elevate the head of the child's bed; infants may be more comfortable in a car seat or baby swing when ill.
- Treat other symptoms with over-the-counter medications, including:
 - Cough suppressants for a dry cough in children older than 2 years (but only if the cough is interrupting your child's sleep). Do not use for asthmatics or to treat a moist cough.
 - Try decongestant sprays in children older than 6 months; oral decongestants can be used with older children, if needed.
 - Use throat lozenges or warm salt water gargles for children over six years old, if needed.

During an influenza pandemic however, the virus may be more severe than during a normal flu season, and your child's symptoms may last longer and be more serious than with a "regular" flu virus.

Your child's illness gets worse: When to seek medical care for a child:

While your child is recovering from the flu virus, you must always be on the lookout in case their symptoms worsen. Such symptoms include:

- Rising temperature, often over 39.5°C (103.1° F).
- Nausea, vomiting, diarrhea and stomach pain.
- Worsening cough or other respiratory symptom.
- Ear infection and red, sore eyes.





- Sore muscles are also very common.

If your child has already visited an assessment centre or another healthcare facility during the pandemic, and you think their illness is getting worse, proceed to the nearest assessment centre for a re-evaluation of their condition. If your child is under two years of age, proceed directly to the nearest acute care facility for your child to receive further treatment.

You should also consider seeking **medical care immediately for your child** (i.e., taking them to a hospital or dialing 9-1-1) if their condition worsens and they fall within one or more of the following high risk categories:

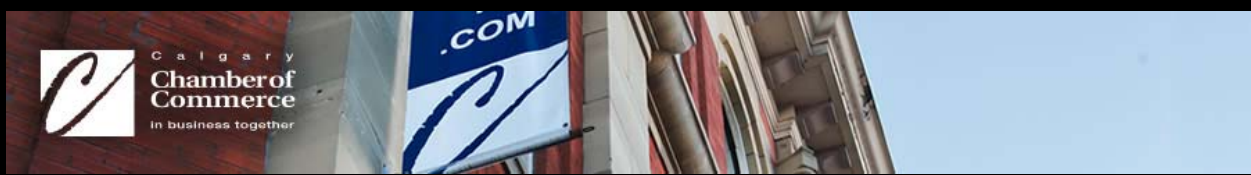
- Has heart or lung disease or any chronic illness requiring regular medical care.
- Has another disease or is taking treatments that weaken the immune system.
- Has a change in breathing, such as breathing fast or difficulty in breathing.
- Is less than six months old and has a temperature over 38.5°C.
- Has a fever that lasts more than five days.
- Is very listless and loses interest in playing, watching TV, eating or drinking.
- Is very irritable and cries a lot.
- Urinates less frequently than usual (for example, if the child is six to 23 months old and urinates less often than every six hours while awake; or, if younger than six months, has a dry diaper for more than three hours.)
- Has severe diarrhea or vomits for more than four hours.
- Looks very ill (i.e., seems confused, is limp or can't move, has blue lips or hands) and you are worried.





Symptoms Chart

<i>Symptom</i>	<i>Cold</i>	<i>Flu</i>
Fever	Fever is rare with a cold	Fever is usually present with the flu in up to 80% of all flu cases. A temperature of 38°C or higher for three to four days is associated with the flu.
Coughing	A hacking, productive (mucus-producing) cough is often present with a cold.	A non-productive (non-mucus producing) cough is present with the flu (sometimes referred to as dry cough).
Aches	Slight body aches and pains can be part of a cold.	Severe aches and pains are common with the flu.
Stuffy Nose	Stuffy nose is commonly present with a cold and resolves spontaneously within a week.	Stuffy nose can be present with the flu.
Chills	Chills are uncommon with a cold.	Chills are fairly common in most flu cases. 60% of flu cases include chills. Chills and shivering are a normal reaction to a cold environment, but unexplained chills can also be a sign of the flu.
Tiredness	Tiredness is fairly mild with a cold.	Tiredness is moderate to severe with the flu and may last for 2 to 3 weeks.
Sneezing	Sneezing is commonly present with a cold.	Sneezing is not common with the flu.
Sudden Symptoms	Cold symptoms tend to develop over a few days.	The flu has a rapid onset within 3-6 hours. The flu hits hard and includes sudden symptoms like high fever, aches, and pains.
Headache	A headache is fairly uncommon with a cold	A headache is very common with the flu, present in 80% of flu cases
Sore Throat	Sore throat is commonly present with a cold.	Sore throat is can be present with the flu.
Chest Discomfort	Chest discomfort is mild to moderate with a cold.	Chest discomfort is often severe with the flu.
Complications	Colds can lead to sinus congestion or earache	The flu may lead to pneumonia & respiratory failure, can worsen a chronic condition and can be life threatening.
Initial Signs	Colds begin with respiratory symptoms.	Cases of the flu begin with fever and respiratory symptoms.



Communication Strategies

Employee Communications

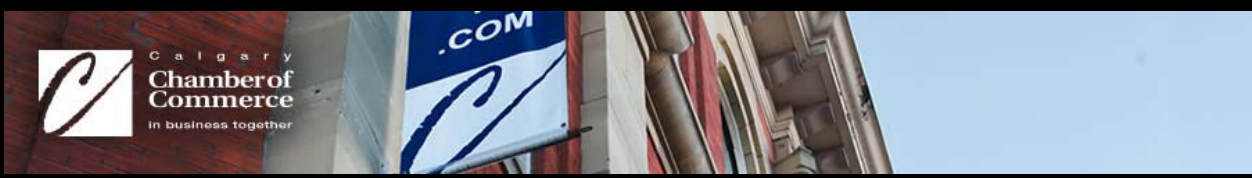
One of the top actions you can take to mitigate the effects of a pandemic is to educate your employees about pandemic preparedness and your organization's pandemic plan. Clear and consistent communications with your employees will result in an effective implementation of your pandemic plan. In formulating your strategy for communicating with employees consider the following ideas:

- **Develop Communications Methods:** Throughout this section, you have come across a number of communications tools including tips on hand-washing and influenza self-care guidelines. You may want to supplement this material with information sessions and/or an influenza vaccination day.
- **Share Risk Information:** Your employees have the right to be informed of any risk that they may take by working during an influenza pandemic. It is also important to communicate the risk that they pose to others and the organization itself by continuing to come to work after being directly exposed to the virus or showing flu like symptoms.
- **Inform Staff of Your Pandemic Mitigation Strategy:** Make sure to emphasize the importance of hand-washing at every occasion, make sure your staff is aware of (your pharmaceutical strategy, and) the importance of social distancing. In essence, make sure your staff members are aware of the need for their personal preparedness plan as well as the business plan that you have developed.
- **Keep Staff Informed:** During an influenza pandemic, there is a significant risk of misinformation spreading through the workplace and it is important that you respond to any rumour with facts from appropriate sources, like your provincial health department's website.

Customer & Other Stakeholder Communications

Your primary goal in communicating with those outside of your organization is to instill confidence in your business, and inform suppliers, customers, and other stakeholders of the limitations you expect over an influenza pandemic period. In addition to communicating your plans, you may also want to coordinate with other businesses on your pandemic plan, developing joint sessions or materials for your employees, customers, and suppliers. Here are a few steps to get you started with your external communications plan:

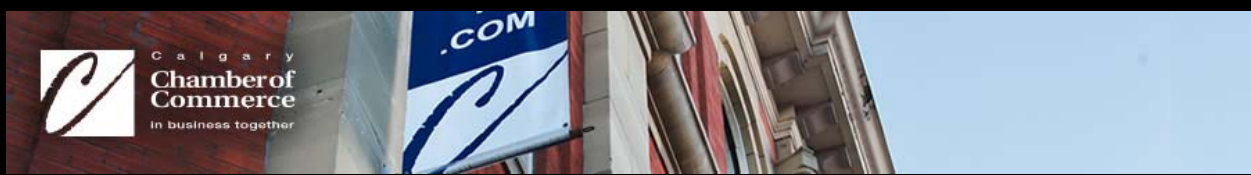
- Compile a distribution list of key stakeholders including their phone, fax, and email numbers;
- Develop communications materials (i.e. posters and pamphlets) for your customers and suppliers; and,



- Provide updates on your organizational status to relevant stakeholders as needed.

You will also have to deal with media and client inquiries. The following templates will help you keep track of such correspondence and how you interact during a pandemic.





Communications Log

Subject of Communication:

Date: _____ Time: _____

Stakeholder Contact Information:

Name:

Title (if known):

Company / Organization Name:

E-mail address (if known):

Telephone (if known): _____ Fax (if known): _____

Method of Contact (please circle):

Incoming Call	Outgoing Call	E-mail (attached)	Fax (attached)
Letter (attached)	In Person		

Category (please circle):

Member	Employee	General Public	Government	Other (specify)
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Specific Questions:

Other Comments:

Your Response: (include what you said, what was promised and / or what expectations were set for information and deadlines)

Your Assessment of Level of Concern (tick one):

<input type="checkbox"/> High	<input type="checkbox"/> Low	<input type="checkbox"/> Neutral
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Your Name / Position:

SEND TO:

- Your organization's crisis team





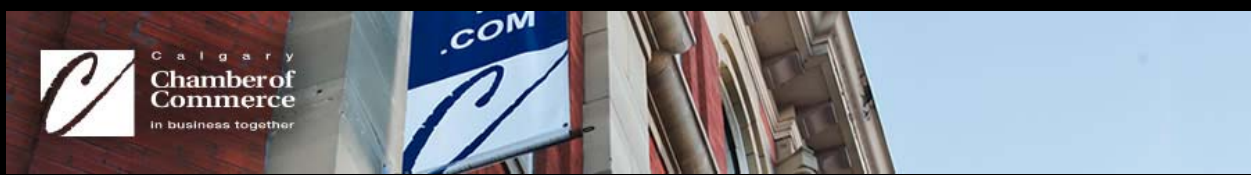
- Sector organizations send to their sector’s liaison organization
- Liaison organizations send to Crisis Team Command

Incoming Media Call Log

FORWARD COMPLETED FORMS TO YOUR ORGANIZATION’S CRISIS TEAM MEDIA COMMUNICATIONS CONTACT IMMEDIATELY

Date:	Time:
Media (name of newspaper, radio / TV station):	
Reporter’s name:	
Phone:	
Fax:	
E-mail:	
Reporter’s / producer’s deadline:	
Key questions:	
When will the story run?	
What information was provided, by whom?	



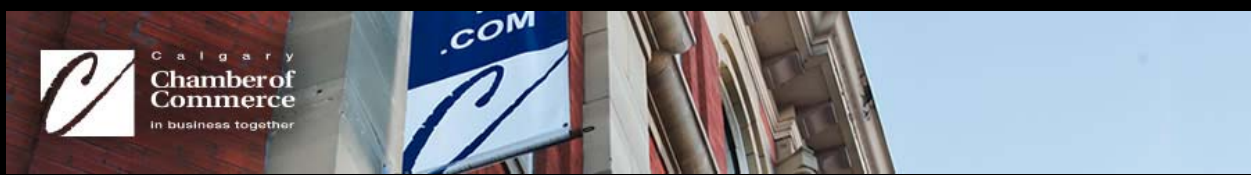


Exercising Your Plan

When developing a pandemic influenza exercise program for your plan, you will need to complete a number of steps in preparation. Before organizing the details and making the necessary arrangements, you must first design the exercise. This process is much like writing a script where all of your characters will perform a function to bring your scenario through the desired response and conclusion. Preliminary exercise design includes several key steps:

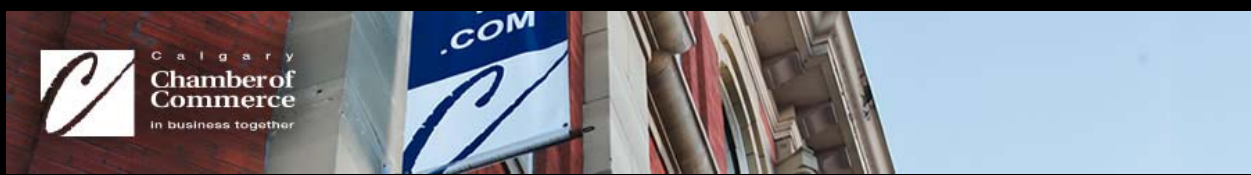
- Assess Needs:
 - New pandemic plans, new plan strategies, or new staff
 - The next step in your overall exercise program
 - Areas of concern/vulnerabilities
 - Regulatory requirement to test/exercise
- Determine Exercise Type and Scope:
 - Area of concentration or focus
 - Tasks required to address the issue
 - How small or large in scope
 -
- Statement of Purpose:
 - Informs decisions on selection of objectives.
- Determine Objectives:
 - Derived from statement of purpose, they:
 - Describe performance
 - Are actions stated in observable and measurable terms
 - Orientation or tabletop objectives may be more general/less specific or task-oriented
- Determine Resources:
 - Participation required to meet objectives
 - Availability/costs
 - External agencies and expertise
 - Facilitator, controller, and/or evaluators
 - Facility, handouts, aids
 - Supplies/equipment/food
- Tailor the Scenario:
 - Sets the stage for action
 - Narrative describes events up to the exercise start





- Situation context must provide adequate details for anticipated response
- Develop Tabletop Questions, Play Events or Situation Updates:
 - Designed to demonstrate competence by triggering expected actions related to each objective.
 - Identify desired actions first, then the detailed tasks to prompt the actions
 - Actions should be realistic/credible
 - Questions are usually asked in chronological order, and are parallel to response activities
 - Situation Updates are injected to provide additional details/context that will either update, or increase current situational information, or will change the status or the situation
 - Used to frame and progress the exercise





Further Information

World Health Organization Pandemic preparedness information:

- <http://www.who.int/csr/disease/influenza/pandemic/en/index.html>

One-stop access to information from Government of Canada departments and agencies on pandemic, avian, and seasonal influenza:

- http://www.influenza.gc.ca/index_e.html

Information and services on public safety in Canada, pandemic preparedness:

- http://www.safecanada.ca/pandemic/index_e.asp

Government of Alberta Pandemic Influenza Home Page:

- http://www.health.alberta.ca/influenza/pandemic_plan.html

Business planning and pandemic influenza news and resources website from the University of Minnesota's Center for Infectious Disease Research and Policy (CIDRAP):

- <http://www.cidrap.umn.edu/>

One-stop access to U.S. Government avian and pandemic flu information:

- <http://www.pandemicflu.gov/>

Business continuity planning guide from the New Zealand Ministry of Economic Development:

- http://www.med.govt.nz/templates/MultipageDocumentTOC_1445_5.aspx

Business continuity planning guide from the organization of Canadian Manufacturers and Exporters:

- http://www.cme-mec.ca/pdf/CME_Pandemic_Guide.pdf

Business Development Bank of Canada Business Continuity Planning Guide:

- http://www.bdc.ca/NR/rdonlyres/ebwdmp5zoq6mmskghawpmniz6zbz3ha7443jsnbeyn7rmpnpr2n22ezw4yoqlvre2pq5a3hr7thy4l6dmjm5c4kangd/BDC_pandemic_guide.pdf

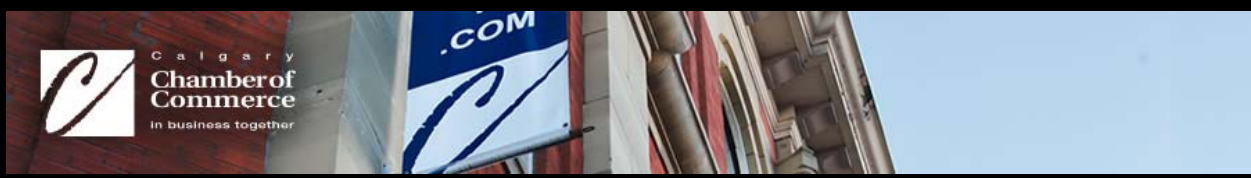
Information on transportation and pandemics:





- <http://people.hofstra.edu/geotrans/eng/ch9en/appl9en/ch9a4en.html>
- <http://www.dhs.gov/xlibrary/assets/plcy-internationalsupplychainsecuritystrategy.pdf>





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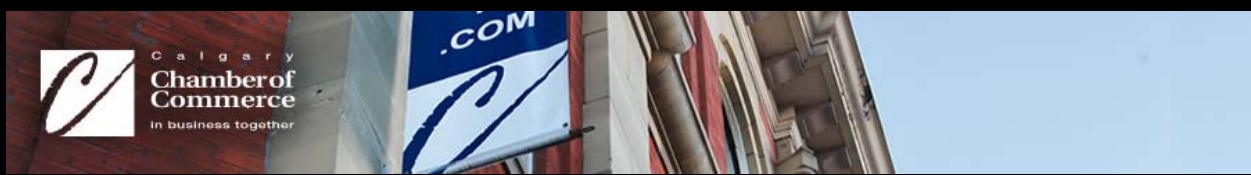
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