

Pandemic Planning

September 14, 2008

Category 5 Services

*"A crisis is no time to exchange
business cards."*

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Agenda

- Welcome
- Purpose of the session
- Review of Pandemic information
- Exercise
- Wrap Up



Agenda

Introductions & Expectations

“An expert is a person who has made all the mistakes that can be made in a very narrow field.”

Neils Bohr



Legalese

The opinions expressed by Mr. Myers are his own should not be interpreted as those of the Bank of America or subsidiary companies.

The mention of companies should not be considered as endorsements.



Why are we here?

“He who is not prepared today will be less so tomorrow.”

Ovid

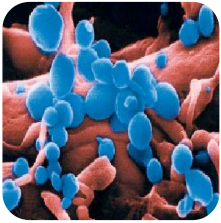
“Before I built a wall I’d ask to know what I was walling in or walling out.”

Robert Frost



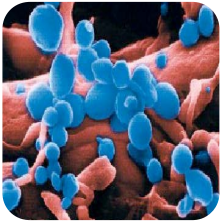
Purpose and Timeline

- The purpose of this session is to develop educational materials, strategies and recommendations that will enable your company to function during a pandemic with an expected 30% to 50% absentee rate for several weeks.
- The timeline for the project calls for planning efforts to begin in today with a completion date of ...



5 Scenarios

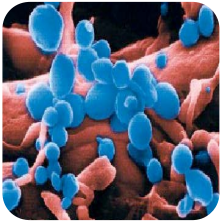
General Assumptions	Inclement Weather	Single Site Disaster	Regional Disaster	Data Center Down	Pandemic
Primary site destroyed or damaged?	No	Yes	Yes	No	No
Did you get anything out?	Maybe	No	Maybe	N/A	Yes
Can you go back in?	No	No	No	Yes	Maybe
% of people available	70%	70%	30%	100%	60% to 70%
Applications and networks available?	Yes	Yes	Maybe	No	Yes
Public Service Infrastructure Available?	Limited	Yes	No	Yes	Limited
Generally Expected Outage Duration	Less than 5 days	1 day to 6 weeks	1 week to 6 months	Depends on RTOs	Up to 8 weeks



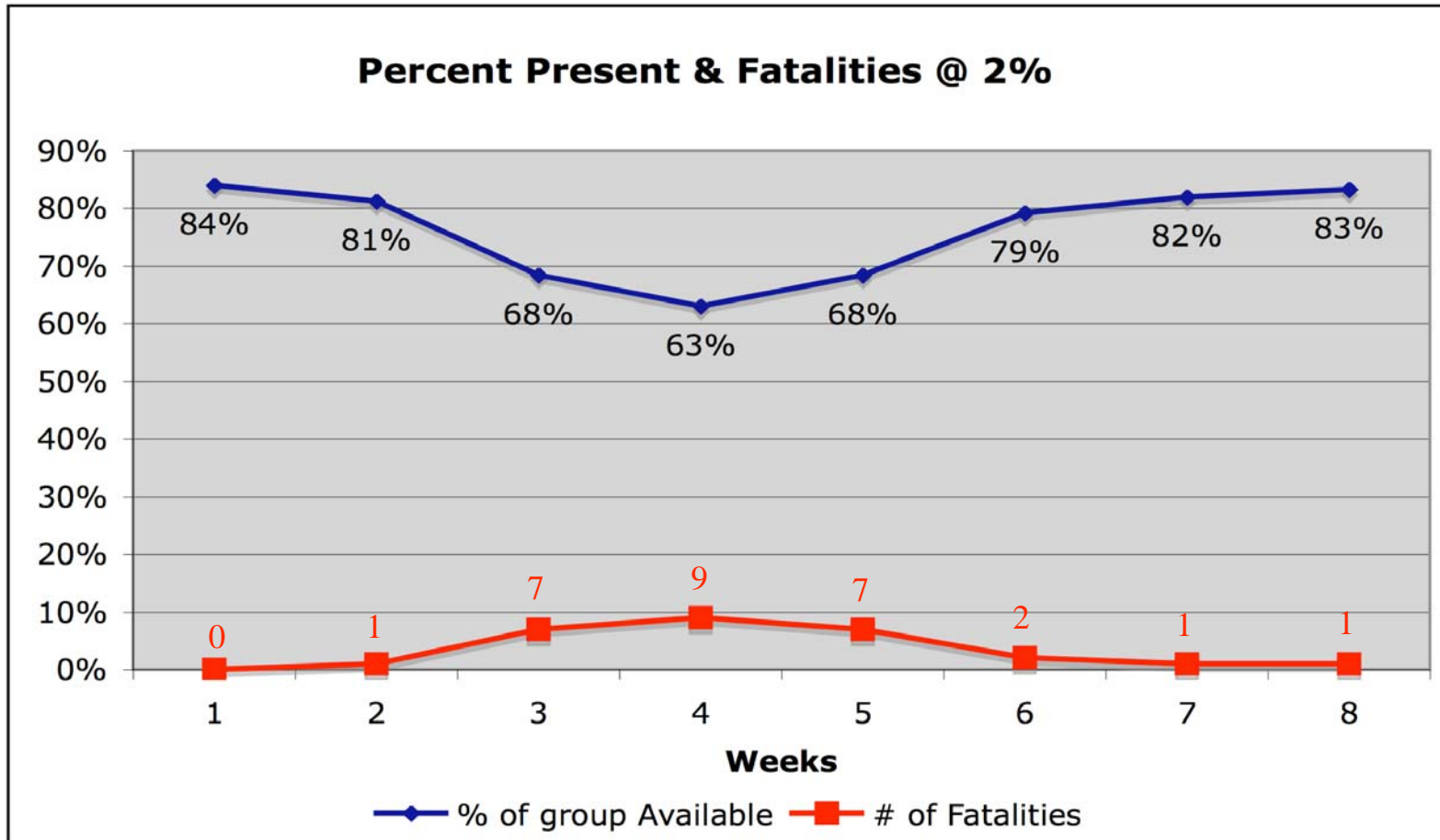
WHO Pandemic Phases

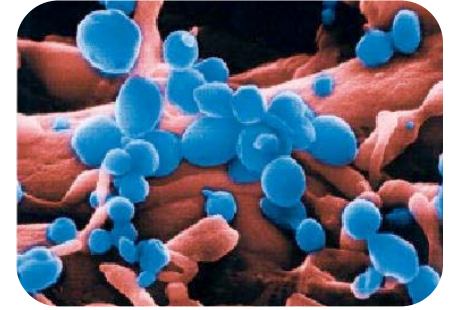
Current Level →

WHO Phases	WHO Colors	WHO Definitions	International Phases
1	Purple	Low risk of human cases	No new influenza virus subtypes detected in humans
2	Blue	Higher risk of human cases	Animal influenza virus subtype poses substantial risk
3	Green	No or very limited human-to-human transmission	Human infection(s) with a new subtype, but no new h-to-h spread to a close contact
4	Yellow	Evidence of increased human-to-human transmission	Small cluster(s) with limited h-to-h transmission but spread is highly localized
5	Orange	Evidence of significant human-to-human transmission	Large cluster(s) with limited h-to-h transmission but spread is highly still localized
6	Red	Evidence of sustained human-to-human transmission	Increased and sustained transmission in the general population



Why are we here?





Tulsa Health Department

H5N1 Presentation



Pandemic Influenza

We're All On The Same Team

Matt Sharpe

Surveillance and Response Supervisor

Influenza



- Influenza is an illness caused by a virus.
- The influenza or “flu” virus causes symptoms we may think of as a cold:
 - Aches, sore throat, dry cough, runny nose;
 - Fever (usually high) & sometimes GI
- There are many other viruses capable of causing cold-like symptoms.
- Each year ~40,000 persons in the U.S. die of “routine” influenza.

The Illness



- Recovery from most symptoms is 2-7 days although cough may persist.
- Clinical attack rates normally 10%-20% but may be as high as 50% in closed populations.
- Airborne spread predominates and virus may persist for hours under dry, cold conditions.
- Incubation period is short: usually 1-3 days
- Period of communicability continues 3-5 days (up to 7 days in children) after clinical onset.

Seasonal Flu

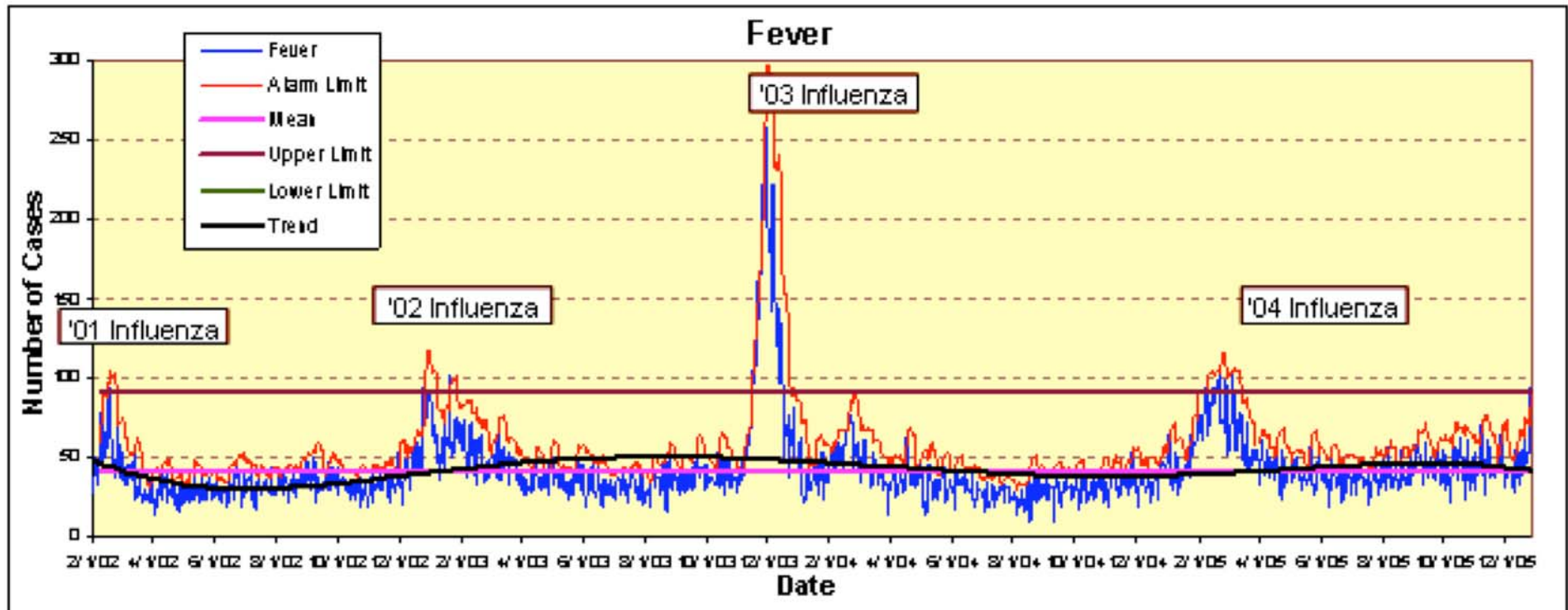


- Each year the virus circulates throughout the world.
- Each year minor changes in the virus occur, triggering the next year's flu season.
- In most healthy persons, the immune system protects them from severe disease = the result mimics a mild cold.
- “Normal” Flu is problematic, but pandemics are still one of public health's worst nightmares.

Tracking Seasonal Flu in Tulsa



- TASSS - Tulsa Area Syndromic Surveillance System



How Seasonal Influenza Spreads

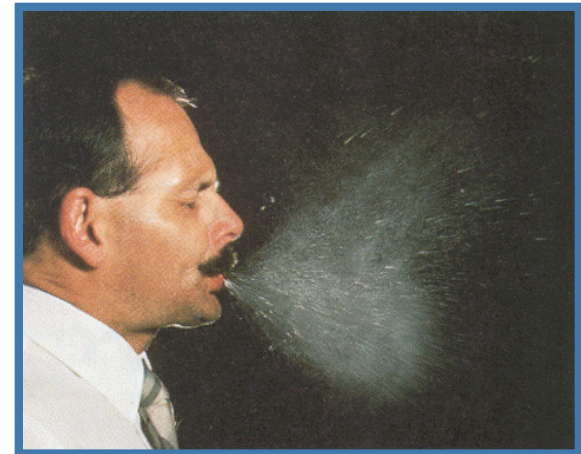


Influenza spread can be rapid

- Transmissible from person to person
- Spread before signs of illness
- Overwhelm the health care system

How the Virus is spread

- Sneezing and coughing
- via droplets
- via fomites
 - Inanimate object that spreads disease



What is a Pandemic?



- Emergence and worldwide spread of a new strain of influenza virus, a novel virus.
- The new virus emerges from animals, most typically birds.
- A pandemic occurs when the virus is able to be transmitted person-to-person and results in widespread outbreaks:

(Near) simultaneous global outbreak

Elevated rates of illness and death

The Great Unknowns

Will H5N1 cause the next pandemic?

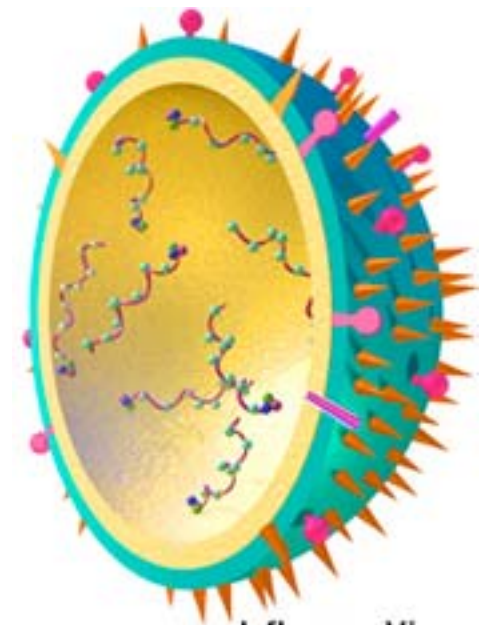
- May be some other avian virus.
- H5N1 is established within poultry population in many countries.
- Has crossed the species barrier.
- Most likely a subtype of H5N1.

When could the pandemic begin?

- May be years.
- May be tomorrow.
- “Every time H5N1 spreads to new regions, you increase the probability and opportunity for the virus to mutate. With every case of human infection, the probability for the virus to mutate into an easily transmissible virus increases.” WHO

How deadly will it be?

- Lethality & modeling suggests 2-7.4 million worldwide.
- Many more will be ill & hospitalized.
- 1918 Spanish flu- 20 million (anomaly)



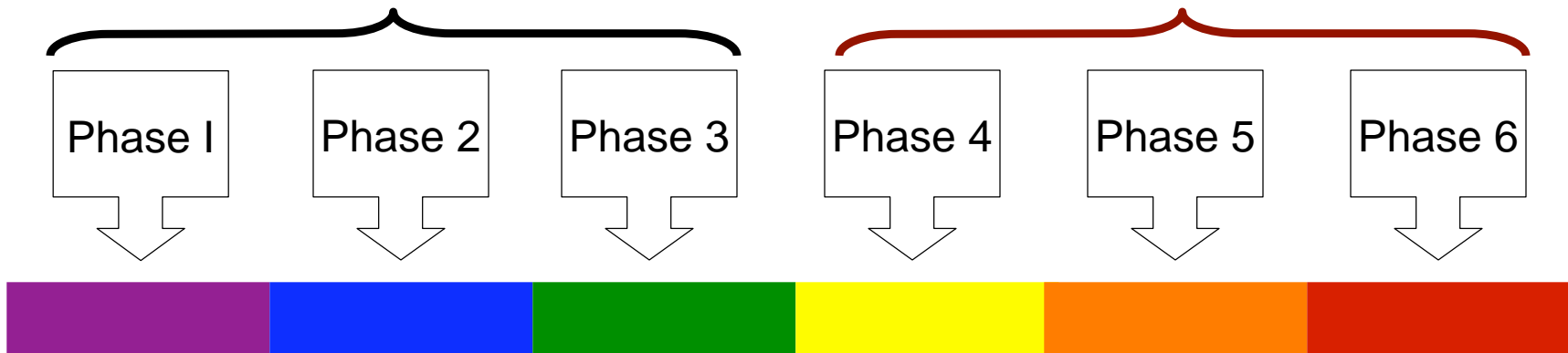
Influenza Virus
Credit: NIAID

Phases of a Pandemic



Mitigation and Preparedness

Response



Interpandemic

Pandemic Alert

Pandemic

We are Here

*Declared globally by the World Health Organization
Declared nationally by the Department of Health and Human Services*



Goals of a Business Plan



- Protect workers from exposure.
- Minimize the spread of infection in the workplace.
- Develop a communication plan.
- Maintain essential business operations.

Essential Components to Include in a Business Plan

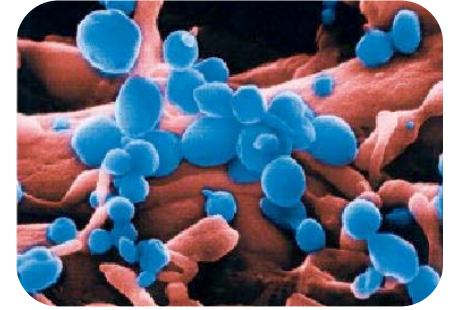


- Provide education about prevention measures.
- Implement protective measures; social distancing, using barriers, signage, work policies for working at home.
- Manage ill workers in the workplace
- Track your employees health.
- Provide hygiene products for workers
- Develop workplace alert level and the specific activity for each.
- Maintain essential business operations.

Essential Components to Include in a Business Plan, continued



- Identify backup resources; personnel, business supplies, and operational supplies.
- Utilize drills in the workplace to exercise various alert levels and appropriate activities (start this flu season).
- Ensure employees have access to stress/mental health counseling.
- Communicate continuity plans with contractors and suppliers.
- Seek out redundant systems and store backup data records offsite.
- Incorporate other emergency plan components where appropriate.



Absenteeism Estimator

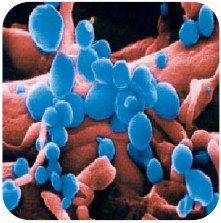
Based on 2005

New Zealand Study*

* http://www.med.govt.nz/templates/MultipageDocumentTOC____14455.aspx

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Pandemic Absentee Model

Assumptions for Rate Estimator

Assumptions for Rate Estimator	Input Values	Calculation Values							
Enter name of group:	DRJ								
Enter estimated population of group: (as whole #)	3500	3,500							
Enter % 'Normal' absentee rate: (as decimal #)	1	1.00%							
Enter % on extended disability leave: (as decimal #)	0.05	0.05%							
Enter % estimated to get ill: (as whole #)	40	40%							
Enter % of ill estimated to die: (as whole #)	2	2%							
Enter % of group estimated to stay home due to school closures: (AV)	15	15%							
Enter % additional absence rate*: (as whole #)	100	100%							
% ill per week over 8 weeks - Given from New Zealand study:	1%	5%	24%	32%	24%	8%	4%	2%	100.0%

Category 5 Services

"A crisis is no time to exchange business cards."

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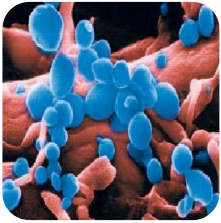
President

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Group Name	Week Number	1	2	3	4	5	6	7	8	Total
DRJ										
Weekly population total		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	
% ill over 8 weeks		0.4%	2.0%	9.6%	12.8%	9.6%	3.2%	1.6%	0.8%	40.0%
# of expected 'Normal' absences		35	35	35	35	35	35	35	35	
# on extended disability		2	2	2	2	2	2	2	2	
# home with children		525	525	525	525	525	525	525	525	
# ill		12	59	282	376	282	94	47	24	1,175
# not at work for other reasons*		12	59	282	376	282	94	47	24	1,175
Total # NOT available for work		585	679	1,126	1,314	1,126	750	656	609	
Total # Available for work		2,915	2,821	2,374	2,186	2,374	2,750	2,844	2,891	
% of group Available		83%	81%	68%	62%	68%	79%	81%	83%	
Estimated fatalities		0	1	7	9	7	2	1	1	28

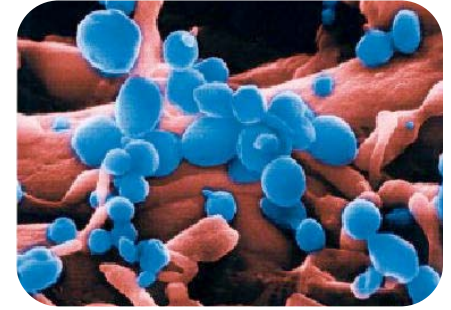


Pandemic Absentee Model, continued

Department Availability Estimator	Week	1	2	3	4	5	6	7	8	Total after
# of people available for work (rounded to whole #)										8 weeks +
5 Person Department		4	4	3	3	3	4	4	4	5
10 Person Department		8	8	7	6	7	8	8	8	10
15 Person Department		12	12	10	9	10	12	12	12	15
20 Person Department		17	16	14	12	14	16	16	17	20
25 Person Department		21	20	17	16	17	20	20	21	25
30 Person Department		25	24	20	19	20	24	24	25	30
40 Person Department		33	32	27	25	27	31	33	33	40
50 Person Department		42	40	34	31	34	39	41	41	50
60 Person Department		50	48	41	37	41	47	49	50	60
70 Person Department		58	56	47	44	47	55	57	58	69
80 Person Department		67	64	54	50	54	63	65	66	79
90 Person Department		75	73	61	56	61	71	73	74	89
100 Person Department		83	81	68	62	68	79	81	83	99

* Assumes that for every person who gets ill, some % will stay home for other reasons. Care for a spouse or parent or a disinclination to travel or work.

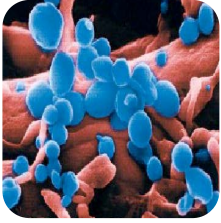
+ Department total minus est. fatalities.



Tulsa Health Department

Table Top Exercise

-- Abridged by Category 5 Services --



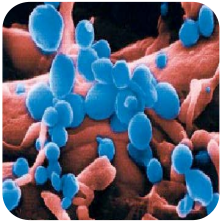
Purpose

- To raise awareness of issues associated with a Pandemic Influenza Outbreak



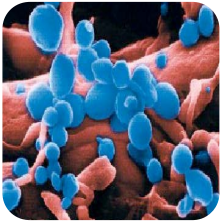
Objectives

- Explain the Pandemic Continuity Plan for *your company*.
- Explain how priorities are established by the Emergency Planning Committee during a Pandemic.
- Describe the challenges associated with a Pandemic.



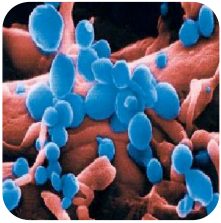
Narrative

- WHO (World Health Organization) has raised the Pandemic Alert level based on human to human transmission.
- CDC (Centers for Disease Control) has issued travel restrictions and encourage communities to implement enhanced surveillance for patients who traveled to these areas within the past ten days and may have flu symptoms.



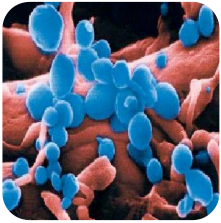
Module 1 - Setting

- Several patients have been laboratory confirmed to have H5N1 influenza virus in U.S. east and west coast cities.
- CDC issued Health Alerts to State and Local Public health departments urging them to take necessary public health measures to contain outbreaks
- Local and National media are running stories on flu cases and has increased concerns among the public.



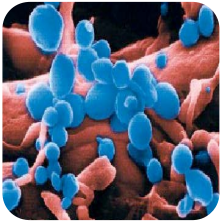
Module 1 – Discussion

- What are the issues for businesses with the news of new cases?
- How would you monitor and support your employees during this period of a pandemic?



Module 2 - Setting

- 5 new lab-confirmed cases were reported at Tulsa Hospitals.
- Local Universities have cancelled all classes until further notice. Parents requesting their children to return home.
- Hospitals are reporting shortages in Personal Protective Equipment and staff primarily due to worried well.



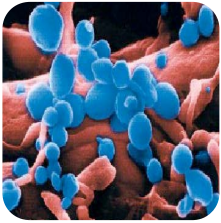
Module 2 - Discussion

- What are the impact of closed schools, restricted travel, and home isolation for the ill to businesses?
- What special issues that exist within the business sector?
- How will you will maintain business continuity during this phase?



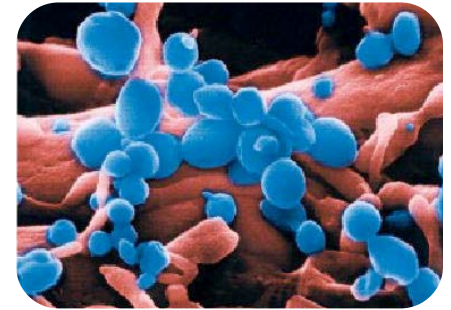
Module 3 - Setting

- After four weeks of widespread illness and numerous cases, the public is fearful of going out into the community.
- At local Hospitals, no beds are available except for the extremely ill.
- The City Offices are concerned about worker shortages affecting emergency responders.



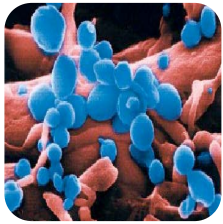
Module 3 - Discussion

- The Mayor and the City Council are urging the public to volunteer with community organizations to help out where they can.
- What are the potential issues if businesses cannot maintain services to the public for essential services like transportation of goods, food services, phone, gas, and electric?



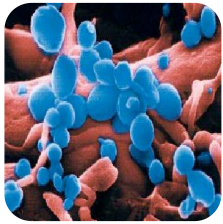
Pandemic Response & Escalation Plan

Built upon
World Health Organization
Phases



Response & Escalation Plan

WHO Phases	WHO Colors	WHO Definitions	International Phases	Company Actions
1	Purple	Low risk of human cases	No new influenza virus subtypes detected in humans	
2	Blue	Higher risk of human cases	Animal influenza virus subtype poses substantial risk	
3 Current Phase	Green	No or very limited human-to-human (h-to-h) transmission	Human infection(s) with a new subtype, but no new h-to-h spread to a close contact	<ul style="list-style-type: none"> Begin education program for: Executives, Managers, Associates Departments determine time critical functions Develop location action plans, posters and handouts Develop communication package tied to 'normal' flu season Departments begin pandemic planning process by identifying 'Single Point of Failure' personnel - 1 of a kind job performers or persons who may stay home if schools close Develop vendor questionnaire
4	Yellow	Evidence of increased h-to-h transmission	Small cluster(s) with limited h-to-h transmission but spread is highly localized	<ul style="list-style-type: none"> Begin education/communication program for all employees Restrict travel to countries / cities with verified cases as appropriate Ask departments to finalize work at home requirements Get bids for hand sanitizer and select primary vendors Assess vendor pandemic response plans & begin dialogs where necessary
5	Orange	Evidence of significant h-to-h transmission	Large cluster(s) with limited h-to-h transmission but spread is highly still localized	<ul style="list-style-type: none"> Purchase hand sanitizing supplies Distribute local sign materials Continue employee communications & begin customer communications Remind business units about work at home requests Further restrict travel to countries / cities with verified cases as appropriate



Response & Escalation Plan, continued

6	Red	Evidence of sustained h-to-h transmission	Increased and sustained transmission in the general population	Stage Levels / See Below. Stage 1 - Only cases outside of country Stage 2 - Verified cases in country Stage 3 - Verified cases in city Stage 4 - Verified case at company location
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Stage 1 - Only cases outside of country

- Communicate to employees & customers via newsletter and email
- Reinforce proper hygiene and when to stay home messages
- Activate hotline for information
- Provide list of preventive measures

Stage 2 - Verified cases in country

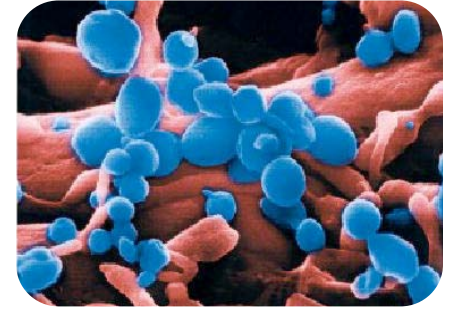
- In addition to above...
- Distribute hand sanitizing supplies
- Notify staff of outbreak in country, reinforce proper hygiene and when to stay home messages
- Post hand washing instructions in all bathrooms
- Restrict travel to cities with verified cases
- Managers report suspected Flu absences to Hot line

Stage 3 - Verified cases in city

- In addition to above...
- Notify staff of outbreak in city, reinforce proper hygiene and when to stay home messages
- Post notices at all entry points advising staff and visitors not to enter if they have flu symptoms
- Restrict travel to or from city
- Implement work at home strategy as appropriate
- Cancel large company gatherings, town hall meetings, etc.
- Cancel non-critical meetings, workshops and training sessions
- Close cafeterias, break rooms and smoking areas
- No children permitted on premise if schools close
- Implement conference calls for critical meetings
- Begin enhanced workplace cleaning at company locations
- Begin limited access for visitors, vendors and contractors

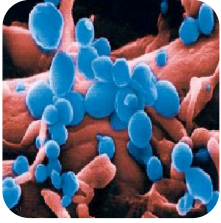
Stage 4 - Verified case at company location

- In addition to above...
- Notify staff of outbreak at company location and reinforce proper hygiene message
- Restrict inter-building travel
- Activate 'return to work' verification process for infected employees and contractors



Policy Issues

Discussion



Policies to Consider Prior

- Payroll is #1 concern
 - How many employees understand and can direct the complete payroll processing cycle. Contingency planning will be complete by the end of ...
- Attendance
 - In the event of an outbreak, we will review our attendance and discipline policy. Policy changes in this area will be prompted by the severity and extent of the situation. If changes are made, we will be 100% consistent in applying any changes to this policy in the affected area.
- Children in the workplace
 - Children will, most likely, be the number one group affected. It is possible that schools and daycare facilities will be closed.
 - Will you allow employees to bring their children to work?



Policies to Consider Prior, continued

- Family and Medical Leave (FML)
 - Employees of the company are entitled (by law) to take up to 12 work weeks of unpaid leave in a 12 month period for specific family and medical reasons. The law requires the company to reinstate the employee to the same or an equivalent position upon their return from leave. At this time FML runs concurrently with other leaves (i.e. short term disability, workers' compensation) provided by the company.
 - **Options:** There are specific eligibility requirements (12 months of continuous service and 1250 hours worked during the last 12 months) before employees are eligible for FML. If appropriate, we will consider waving these requirements or may extend the current 12 week mandated limit.



Policies to Consider Prior, continued

- **Medical/Sick Leave**
 - All regular, full-time employees are eligible for up to 8 days (64 hours) of paid medical/sick leave per calendar year. Part-time employees who are scheduled to work 20 or more hours per week are eligible for up to 4 days (32 hours) of paid medical leave per calendar year. Medical/sick leave is credited on January 1 of each year and does not carry over from one calendar year to the next.
 - New employees are eligible for medical/sick leave the first of the month following the completion of 3 full months of service. The amount of medical/sick leave credited during the first calendar year depends on the month hired.
 - **Options:** We will consider allowing employees to take medical/sick leave for either their own personal illnesses or that of a family member during a pandemic situation.



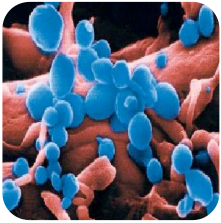
Policies to Consider Prior, continued

- Personal Leave
 - The company recognizes that employees have urgent personal needs (sick child, doctor's appointment, etc.) that require time away from the office during normal working hours. To accommodate these incidences, the company allows employees limited personal leave with pay.
 - All regular, full-time employees (part-time employees are not eligible) with at least 3 full months of service as of January 1, are eligible for 4 days (32 hours) of paid personal leave to use in the coming year. Personal leave does not carry over from one calendar year to another.
 - **Options:** We will consider allowing employees to take personal leave for either their own personal illnesses or that of a family member during a pandemic situation.



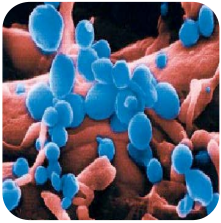
Policies to Consider Prior, continued

- Unpaid Leave Of Absence
 - An employee may find that personal situations, not covered by other company policies, make it necessary to be absent from work. Unpaid leaves of absence may be permitted, depending on the reasons and circumstances of the request.
 - Leaves of absence for limited periods of time will be permitted provided that the request is supported by valid reasons and approved by the supervisor and appropriate managers. Only full-time or part-time employees with 12 months of continuous service will be eligible.
 - **Options:** We will consider waiving the 12 months of continuous service requirement.



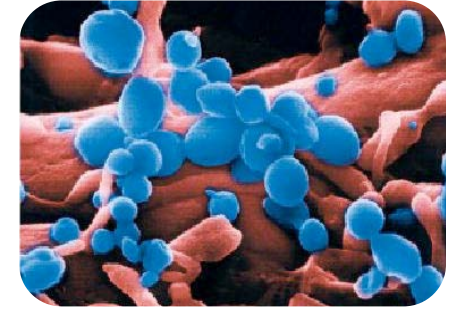
Policies to Consider Prior, continued

- Short Term Disability
 - When an employee is absent from work for an extended time due to an illness, injury, surgery or pregnancy they may be covered under our Short Term Disability Plan. This plan is not an insured benefit and is paid for out of the regular payroll accounts.
 - Short Term Disability runs concurrent with the Family and Medical Leave (FML) policy if the employee has worked for the company for at least 12 months before the start date of the leave AND has worked at least 1250 hours during the previous 12 months. This policy also coordinates with the Workers' Compensation policy.
 - **Options:** No changes contemplated. After being on Short Term for six month employees are eligible for Long Term Disability.



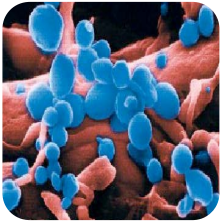
Policies to Consider Prior, continued

- **Gloves & Sanitizer**
 - In the event of an outbreak, employees that are able to work will be concerned for their health and well being while in the workplace. Gloves and sanitizer will be provided as appropriate. Health Department officials state that it is not necessary to provide masks. Moreover, masks are a potential liability.
- **Employee Assistance Plan (EAP)**
 - The EAP was established to provide confidential assistance to employees and their dependents that are experiencing personal problems (anxiety, grief, alcohol/drug, emotional, etc.) that interfere with their ability to lead a normal productive life. The program also provides managers and supervisors with a constructive way to help employees when these problems affect job performance.
 - **Options:** There will be no back up plan for the EAP. If the pandemic strikes the general population, our EAP provider will likely to be affected in the same manner that we and others are.



Wrap-up

Closing and Questions



Where do we go from here?

“The man who removes a mountain begins by carrying away small stones.”

— Anonymous

“We cannot become what we need to be by remaining what we are.”

— Max Dupree

“Great works are performed not by strength but by perseverance.”

— Samuel Johnson



Closing

“I once took a course in speed reading and was able read ‘War and Peace’ in 20 minutes.

It’s about Russia.”

— Woody Allen



Questions?

Thank You

Category 5 Services

*"A crisis is no time to exchange
business cards."*

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