



**TOWN OF GREENWICH
101 FIELD POINT ROAD
GREENWICH, CT 06830**

PANDEMIC INFLUENZA CONTINUITY PLAN FOR BUSINESS

Are You Ready?



PREPARED BY

**THE GREENWICH DEPARTMENT OF HEALTH
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Acknowledgments:

*The Centers for Disease Control and Prevention
U.S. Department of Health and Human Services
San Francisco Department of Public Health*

*The **Greenwich Department of Health** has produced this booklet to help you understand how a pandemic influenza “flu” outbreak can affect our community and your business. It is also designed to assist you in developing a continuity of operations plan that can enable you to respond effectively and efficiently so your business can continue operating.*

“Pandemics are global in nature, but their impact is local. When the next pandemic strikes, as it surely will, it is likely to touch the lives of every individual, family, and community. Our task is to make sure that when this happens, we will be a Nation prepared.”

***Michael O. Leavitt, Secretary
U.S. Department of Health and
Human Services***

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INTRODUCTION

An influenza pandemic is a global outbreak of disease that occurs when a new Influenza A virus appears or “emerges” in the human population causes serious illness and then spreads easily from person-to-person worldwide. During the 20th century, the emergence of new Influenza A viruses caused three pandemics, all of which spread around the world within one year of being detected.

- ❖ **Spanish Flu** First identified in March 1918 in US troops training at Camp Funston, Kansas. These viruses spread to become a worldwide pandemic on all continents by October. This pandemic caused the highest number of deaths, more than 500,000 in the U.S. and up to 50 million worldwide.
- ❖ **Asian Flu**, First identified in China in late February 1957 and spread to the U.S. by June. This pandemic lasted from 1957 to 1958 and caused about 70,000 deaths in the United States.
- ❖ **Hong Kong Flu**, This virus was first detected in Hong Kong in early 1968 and spread to the United States later that year. This pandemic lasted from 1968 to 1969 and caused about 34,000 deaths in the United States. These influenza viruses still circulate today.

21st Century:

- ❖ **Spring, 2009 Novel Influenza A H1N1 (Swine Flu)**, First identified in March 2009 in Mexico, and spread to the United States by April 2009. On April 26, 2009 the United States government declared the “Swine Flu” outbreak a public health emergency. On June 11, 2009 the World Health Organization (WHO) raised the pandemic alert level to Phase 6 in response to the ongoing global spread of the novel Influenza A (H1N1) virus. A Phase 6 designation indicates that the virus is present worldwide.

During an influenza pandemic, employers can expect employee absences, changes in trade patterns of commerce and interrupted supply and delivery schedules. However, with proper planning, businesses – large and small can protect their employee’s health and safety while limiting the negative impact of influenza on their business. An excellent place to start in this planning is to open the following link,

<http://www.cdc.gov/h1n1flu/guidance/workplace.htm>, which has been designed by the Centers for Disease Control and Prevention (CDC) to assist in managing businesses that have minimal occupational contact with the public.

In addition, by reviewing the information within and completing the Exhibits provided, you will be able to create a basic **Pandemic Influenza Continuity Plan** (the “Plan”). Based on your business operation and size, each exhibit can be tailored to your needs.

PREPARATION PHASE

NEEDS ASSESSMENT

Your first step is to identify the need to have a business continuity plan and assign someone in your operation to be a Plan coordinator. The Plan coordinator must work toward developing a team of employees who will have assigned responsibilities for preparing the Plan. A pandemic flu outbreak such as the 2009 H1N1 influenza virus can affect many operations within your organization, so it is essential to identify which operations are important. You may also need to seek outside assistance to help you design the plan. Community leaders from various sectors such as health and safety, security, communications and possibly human resources could assist the planning team. Other focus areas in your plan may need to be included, such as legal matters and labor issues. Plan processes will need to be thought out, so consider ways to activate the Plan, shift operation supervision and communicate with employees, clients and health officials. Training and preparing an ancillary workforce to keep essential services going should also be considered. Who can step in to make decisions if key personnel are absent for lengthy periods of time? Who will be responsible for paying employees should business office personnel become ill? All these issues need to be outlined and planned for.

EXHIBIT A: PANDEMIC INFLUENZA PLANNING TEAM

It is important to outline the mission and objectives of the Planning Team. What does the Planning Team hope to accomplish and what will each member of the team do? The Mission should be short, concise and able to follow the objective.

Mission of Planning Team:

Plan Objectives:

- To reduce transmission of the pandemic virus strain among employees, clients, vendors and partners.
- To minimize illness among employees, clients, vendors (especially those who are at increased risk of infection).
- Maintain critical operations and services.
- Minimize the economic impact of the pandemic on other entities in the supply chain.

Title:	Name Of Person Assigned:	Name Of Back-up Person Assigned:	Role/ Responsibility:	E-mail:	Work Telephone Number:	Cell Telephone Number:	Home Telephone Number:
Business Continuity Plan Coordinator							
Information/ Communication							
Technical Processes Leader							
Human Resources Leader							
Financial Information Leader							
Legal and Labor Issues Leader							
Data Security Leader							
Building/Infrastructure Security Leader							
Health and Safety Officer Leader							
Other Leaders as needed							

Make it a point to meet regularly until the Plan outline is completed. As a matter of good practice, review, practice and update the Plan yearly.

Regular Meeting Times: _____

Projected Plan Completion Date: _____

Functional Drill or Tabletop Plan Exercise Date: _____

EXHIBIT B: AUTHORITY & PROTOCOLS

LEADERSHIP SUCCESSION

During an influenza outbreak you should be prepared to delegate important responsibilities. Use the format below for all major functions identified in your business and appoint at least two people as back up to run the operation.

Example: Management of the organization is delegated to the following persons in the order of succession shown below:

Name of Primary Person To Manage the Business:	Title of Current Position:	Position Responsibility:
_____	_____	_____
1. Name of First Back Up:	Title of Current Position:	Position Responsibility:
_____	_____	_____
2. Name of Second Back Up:	Title of Current Position:	Position Responsibility:
_____	_____	_____

It should be noted that if a designated individual is unavailable, authority will pass to the next individual on the list. "Unavailable" may be defined as:

- Incapable of carrying out the assigned duties for several reasons including: disability or inadequate response
- Unable to be contacted within [#] minutes or [#] hours.
- Already assigned to other emergency activities and unable to take on more responsibility.

The designated individual who is assigned duties and responsibilities will be obligated until officially relieved by their supervisor. In addition, they will continue to perform the duties of their regular job, unless advised otherwise.

ADMINISTRATION AND LOGISTICS

During an influenza pandemic it will be important to maintain complete and accurate records. This will ensure a more efficient response and recovery.

DELEGATION OF AUTHORITY

Ensure that all designated backup personnel are properly trained and given appropriate authority to carry out the assigned tasks.

RESPONSE PLAN ACTIVATION

The primary person in charge of the business **or** operational unit of the business **or** in some cases, their successor will activate the Plan when it is necessary to manage the business/unit under a crisis situation. This decision will be made in consultation with key leaders of the company including the designated Business Continuity Plan Coordinator. The following is a list of key business operation leaders:

Name of Business Operation Leader(s):	Title:	Responsibility	Contact Information:

OPERATIONS ASSESSMENT

The next step is to identify all essential business services and/or functions, essential jobs or roles and critical elements (e.g. raw materials, suppliers, sub-contractor services/products, and logistics) that are required to maintain business operations.

It will be important to assess changes (increase/decrease) in service demands and product use during an influenza outbreak. People may limit their activities during this time and choose to avoid person-to-person contact. You should be prepared to compensate for these actions (e.g. provide services that can be accessed from home, a distant location and during off peak hours, etc.). Also, identify alternative ways for customers or clients to access your products and services (e.g. expand on-line and self service options). If your organization needs to alter its routine practices during a pandemic you may need to extend business hours to accommodate off peak hour demand or arrange for services to be provided via phone, Internet, fax, or mail. These changes will minimize all contact with others, which may be a very desirable thing to do. Will your security needs change to safeguard personnel, supplies, or buildings?

Assess the financial process. It would be wise to identify ways to expedite purchases that may be necessary or unforeseen during the outbreak

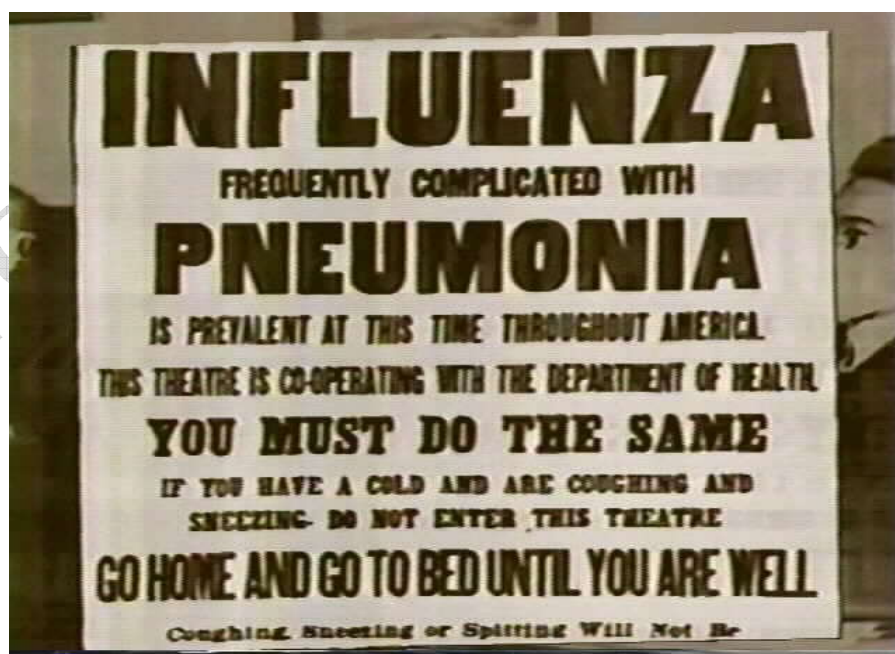


EXHIBIT C: ESSENTIAL OPERATIONS

List all operations that have been deemed essential for your organization to function ideally. Then determine at what threshold of absenteeism (20%, 35% and 50%) those operations/functions would be threatened. This would allow planners to think about more aggressive measures to implement for protecting continuity as absenteeism escalates:

<u>Daily Business Operation:</u>	<u>Unit Responsible</u>	<u>Description of Operation or Function</u>	<u>Number of Staff Needed</u>	<u>Normal Absenteeism Numbers With Functioning Capacity</u>	<u>Ability to function at this level of absenteeism:</u>		
					<u>Circle Yes or No for each</u>		
					20%	35%	50%
1. _____	_____	_____	_____	_____	Y/N	Y/N	Y/N
2. _____	_____	_____	_____	_____	Y/N	Y/N	Y/N
3. _____	_____	_____	_____	_____	Y/N	Y/N	Y/N
4. _____	_____	_____	_____	_____	Y/N	Y/N	Y/N
5. _____	_____	_____	_____	_____	Y/N	Y/N	Y/N

ESSENTIAL OPERATIONS SUSPENDED

List all operations that can be suspended temporarily when there is a high rate of absenteeism. This action will free up staff to concentrate on more important functions.

<u>Suspended Business Operation:</u>	<u>Suspended Business Service/Function:</u>	<u>Time Period Suspended:</u>
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____

CUSTOMER/CLIENT DEMAND CHANGES

If some of the products or services you normally provide become low demand, evaluate your needs and ways to re-deploy assets to areas that experience increased demand. Use the chart below to identify both high and low demands:

High Demand:

High Demand Product:	High Demand Service:	Operational Staffing Needs:
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

Low Demand:

Low Demand Product:	Low Demand Service:	Operational Staffing Needs:
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

Staff Reassignment

List out employees that can be re-deployed to other essential operations/functions when needed. This change will enhance efficiency. Cross training of staff may be necessary:

Name of Reassigned Employee:	Current Position and Duties:	Reassigned Position and Duties/Responsibilities:
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____

[Insert additional rows as needed]

ESSENTIAL JOB FUNCTIONS

Identify essential job functions required to maintain operations during a pandemic when absenteeism equals 40%-50%. Consider the critical staff skills and number of employees required to keep essential functions running. At what level do certain operations stop? What changes in staff will be needed to expand or diminish services? Additionally, assess skill requirement needs and identify core staff. It may be advantageous to assemble an ancillary workforce to fill essential job functions. Consider other human resources (e.g., volunteers, retirees) that could be used if there was an excessively high rate of absenteeism.

You will want to identify which job functions could be done off-site during a pandemic. Consider enabling employees to work from home with appropriate security and information technology. Also, be sure to train employees on how they will be expected to carry out their part of the Plan. Cross-training employees will also give you flexibility to shift staff into other job functions as needed. If your business is unionized, it will be important to discuss this issue openly with union representatives so that employees working under a crisis situation can take on other responsibilities as assigned. Finally, make sure that the Plan and other emergency management information is known and accessible to all.



EXHIBIT D: ESSENTIAL JOB FUNCTIONS

The table below details the positions within your organization. It outlines the number of individuals currently at a job level, the essential operations that are carried out by each of these skilled employees and the number of employees required to maintain essential services.

Example

Job Position/Title	Number of employees in this position.	Employee Skill Needed	Essential operations/services	Number of employees needed to maintain essential services	Number of employees needed when there is an increase in demand	Number of employees needed when there is a decrease in demand
<i>1. Auto Mechanic</i>	<i>2</i>	<i>Training in Auto Mechanics</i>	<i>Maintain the fleet of business vehicles</i>	<i>4</i>	<i>8</i>	<i>2</i>
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						

[Insert additional rows as needed]

JOB DESCRIPTION

Each employee should have a job description complete with a clear outline on how to perform his or her essential job function. Each job description should identify the job title and general responsibilities of the position. All responsibilities should be broken down into priority categories based upon critical needs of the business operation. This should include immediate or most important responsibilities and intermediate or secondary responsibilities. Extended tasks to be performed by the assigned individual can also be added.

All job descriptions should be attached to Exhibit D.

CROSS TRAINING

Cross training of workers for essential job functions will be necessary. List out all job positions that need or might need cross-training. You may want to identify who will be coordinating this effort, along with who in the business could be cross-trained and when the training will occur.

CROSS TRAINING FOR ESSENTIAL POSITIONS

Person(s) Assigned to Conduct Training	Contact Information
1. _____	_____
2. _____	_____
3. _____	_____

Job Positions that Need Cross-training	Person(s) Currently Assigned to Job Function.	Duties of Job
1.		
2.		
3.		
4.		
5.		

Employees Who Could Be Cross-Trained
1.
2.
3.
4.
5.

Also list out other job functions that may need cross-training.

BUSINESS POLICIES

It will be important to work with your human resource unit to establish emergency personnel policies that allow for employee compensation and sick leave absences unique to a pandemic outbreak (personal illness, family member illness, transportation issues, etc.). Consider issues that pertain to employees having no vacation and sick leave. Do your existing policies encourage sick employees to stay home in an effort to keep the rest of the workers well? How will you respond to employees who are too afraid to come to work because they believe they will get sick from others? Policies for possible travel restrictions should also be considered.

Work with human resources to develop emergency policies that address the following:

- ❖ Alternative ways for employees to work (e.g. telecommuting) and with flexible work hours (e.g. staggered shifts, extended shifts) so they can stay home when ill, care for ill family members or watch their children if needed.
- ❖ Enhanced healthcare services for employees during a pandemic and ways to improve services if necessary.
- ❖ Available mental health services that allows for employee consultation.
- ❖ Restrictions on travel that will protect employees from illness.
- ❖ Employee leave policies that are flexible in allowing workers to stay home when needed without fear of losing their jobs.
- ❖ Employee pay and benefits during a pandemic crisis.

The following is a sample policy/protocol for an employee who becomes ill. All policies and protocols should be tailored to your business:

**SAMPLE PROTOCOL FOR
EMPLOYEES WHO BECOME ILL**

- Upon feeling ill all employees are to notify their supervisor and health and safety officer team leader. Symptoms of illness should be discussed and recorded.
- All ill employees should cover their mouths with a tissue or put on a protective mask. Then they should leave their workstation. All ill employees should notify their health provider of their illness. This action will ensure proper care.

Note: A protective mask and/or tissue will help stop airborne droplets



- All ill employees who exhibit flu-like illness symptoms (fever, sore throat or cough, with chills, aches, headache, nausea, etc.) should be considered a potential flu case.
- All ill employees suspected of having the flu, should be required to follow local health official guidance regarding absence from work. (As of September 2009, the Centers for Disease Control and Prevention (CDC) recommends that all employees with influenza-like illness remain at home until 24 hours after they are free of fever (100°F or greater) or signs of a fever, without the use of fever-reducing medications.) In the normal course of illness with a fever, employees should expect to be out at least 3 to 5 days, even if antiviral medications are used.
- All employees who get well should return to work immediately. It is not necessary to request a doctor's note for workers to return to work. Doctors' offices will be extremely busy and may not be able to provide such documentation in a timely manner.

EXHIBIT E: BUSINESS POLICIES

Use the brainstorming questions listed below to assist you in developing work policies during a pandemic flu outbreak.

Employee Sick Leave

- ✓ Local health officials may issue guidance suggesting that employees with flu-like symptoms stay home from work for a specific period of time in an effort to stop the transmission of the virus. Be specific in telling the employee how long they are expected to stay out. Will a doctor's note be required to come back to work? Will employees be required to take sick or vacation days? What if employees have no sick and vacation days? Will they be dismissed if they do not come to work? Give options for dealing with this problem. Perhaps owing some time back to the company would be feasible.
- ✓ Some employees may try to hide their symptoms because they do not want to use personal leave or take a leave of absence when they most likely have the flu. How will you encourage people to go home and stay home when this happens? Will sick leave be mandatory? Explain why it is important to go home immediately and not healthy to come to work ill.
- ✓ If the local health official quarantines or requires isolation of an employee, family member or business due to excessive illnesses, will the employee be required to use sick or vacation time during the period they are asked to stay home? What if they do not have any sick or vacation days? Again, the purpose is to stop the transmission of disease. Working with employees while they are ill will help keep your business afloat when they recuperate.
- ✓ How will you deal with employees who stay home to care for ill family members? What if they have used up all their vacation and sick leave? Will healthy employees who choose to stay home to care for someone be penalized if they do not have any personal leave time?
- ✓ If schools, day care centers, etc. are closed and employees must stay home to care for their children will they be required to come to work? If they have no personal leave time, will they be able to take some anyway?
- ✓ What if an employee believes they have not been given the proper personal protective equipment (e.g. gloves, protective masks) to keep them from becoming infected and refuses to come to work? Do you have resources to get supplies if needed? How will you cope with employees who will not want to work without them, even though they may not be necessary?

Developing policies/protocols during this time requires thinking “*out of the box.*” The ultimate goal is to keep people from getting ill and to keep your business productive.

Principles of Policy Development

- * Develop policies that allow for flexible worksites (telecommuting/alternate location) and work hours (staggered shifts, extended shifts) to ensure that work can and will get done. Be sure to build in security measures so that work progress can be measured
- * Consider policies for “essential workers” and “non-essential workers.” This may be difficult to do, but it needs to be done. Identifying essential operations will make this task easier.

- * Develop a policy that addresses individuals in the company who are more at risk for infection or complications from the flu. Think about giving special assignments or reassignments to these employees, if necessary, in an effort to limit person-to-person contact. Workers who are not at risk for complications can be around people more often. Remember, good hygiene and respiratory practices will reduce everyone's risk of getting ill.
- * Develop a policy that provides easy access to medical and mental health services during the flu outbreak. Contractual agreements with a health care provider are a way to provide some services if you don't have any. Contact non-profit organizations in the community (i.e., United Way) to inquire about mental health service support.



EXHIBIT F: MANAGEMENT OF ILL EMPLOYEES

An effective way to limit the spread of disease is to ask sick individuals to stay home.

1. Post notices at entry points advising staff and visitors not to enter if they have influenza like symptoms. (Fever, sore throat or cough, headache and other symptoms like chills, aches, etc.
2. Advise employees to call the designated health and safety officer leader and/or team member if they become ill (be sure all employees know the team leader, the team staff and policies).
3. Ensure that everyone knows the protocol for dealing with illness in the workplace.
4. Ensure that ill employees are healthy and not infectious before allowing them to return to work (Note: a doctor's note is not necessary for returning to work.) Staff that have recovered are less likely to be re-infected and should be encouraged to return to work when they recover.
5. Insist on everyone practicing good hygienic measures. This will help keep the work environment safe and healthy.
 - Employees should wash their hands with soap and water frequently, especially after coughing or sneezing. Alcohol-based cleaners can be used if soap and water is not available.
 - Cover your mouth with a tissue when coughing or sneezing, otherwise use an arm or a sleeve.
 - Stay home when sick for at least 24 hours after the fever (100°F or greater) has resolved without the use of fever-reducing medications or antiviral drugs.



DUTIES OF HEALTH AND SAFETY OFFICER LEADER/TEAM:

1. If an employee becomes ill at work, provide him/her with a tissue to cover their mouth or put on a protective mask. Instruct them to leave work and contact their health provider. Every person who becomes ill is likely to miss a few days to a few weeks of work.
2. Speak with the individual by phone before he/she leaves the worksite to confirm influenza-like symptoms.
 - If the employee does not have any symptoms, but doesn't feel well they may develop symptoms at home. Advise employees to call their health care provider so that proper care can be implemented.
 - If the employee has influenza-like symptoms at work they should be considered a possible flu case.
3. The Health and Safety Officer Leader or Team member should complete a Possible Influenza Case Form (see attached).
4. Refer to local health official's guidance about the amount of time to stay home. (Repeated in several locations throughout this document.)
5. Have the employee's work station cleaned as indicated in *Exhibit H*.
6. Advise working supervisor and human resources about employee absence and need for coverage if necessary.
7. Check on the employee during his/her absence from work.
8. Encourage employees to return to work once they have recovered.
9. If the ill person is a visitor and/or client, notify them not to return to the business setting until they are well.

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POSSIBLE INFLUENZA CASE FORM

Employee Name:		Date & Time went home from worksite: _____	<input type="checkbox"/> Visitor <input type="checkbox"/> Client
Address:	Phone Number:	Health and Safety Officer Leader: _____	Insert name: (if applicable) _____
Job Title:		Worksite/Workstation Location: _____	Name of Business: _____
Business Address:		Immediate Supervisor: _____	
Supervisor Telephone Number: _____ (Work) _____ (Home) _____ (Other) _____			
Symptoms noticed or reported:			
<input type="checkbox"/> Fever <input type="checkbox"/> Cough or <input type="checkbox"/> Sore Throat		Date and time of illness: _____ Date and time of Doctor's visit: _____ (if applicable)	
Other symptoms		Date treated: (If applicable). _____	
<input type="checkbox"/> Headache <input type="checkbox"/> Body aches <input type="checkbox"/> Fatigue <input type="checkbox"/> Chills <input type="checkbox"/> Runny nose <input type="checkbox"/> None at this time but feeling bad		Name of Medication Prescribed: (If applicable) _____ _____ Health Care providers name and telephone number: _____ _____ _____	
Projected Date to Return to Work: _____			
Instructions from health care provider: _____			
Notes: _____			

PRODUCT AND SERVICE VENDORS

You will need to identify business vendors that provide critical products and services to maintain your essential operations. Have supplier and service vendor contact information up to date and accessible to initiate communication if necessary. Take the time to supplement your existing inventory of products for at least 2 weeks beyond what you normally have.

Discuss with vendors their plan for providing ongoing services, products and/or shipments in the event they experience absences, shortages, etc. Illness in their company may cause disruptions in the transporting system (e.g. truck, train, aircraft). This situation will decrease product production, and cause inability of suppliers to meet demands. Identify other businesses or organizations that can provide essential services and supplies if your regular vendor cannot. Look for vendors in different geographic locations as some regions may experience waves of illness at different times.



EXHIBIT G: PRODUCT & SERVICE VENDORS

Your organization may rely on a variety of products and services to maintain operations. List contact information for all vendors and clients that provide products and services. Also list alternative vendors/clients that may assist you if necessary.

PRIMARY PRODUCT/SERVICE VENDOR AND/OR CLIENT

Company name: _____
Address: _____
Telephone: _____
Fax: _____
E-mail: _____
Primary contact name: _____
Alternate contact name: _____
Account/contract: _____
Materials or products provided: _____
Frequency of delivery: _____
Notes: _____

[Insert additional rows if needed]

Alternative Product and Service Vendor and/or Client.

Company name: _____
Address: _____
Telephone: _____
Fax: _____
E-mail: _____
Primary contact name: _____
Alternate contact name: _____
Materials or products provided: _____
Frequency of delivery: _____
Notes: _____

[Copy and attach additional forms.]

ESSENTIAL PRODUCTS AND SERVICES

PRODUCTS

Business name/operation unit

It is important to list all products and services that are essential to your company. By making this list, you will be prioritizing your needs.

Example

Products	Quantity Needed	Usage (Daily-monthly)	Required for which Essential Services	Existing Inventory	Quantity Required for 2 weeks extra stockpile	Name of Vendor/Client Provider	Frequency of Delivery
<i>Car hoses</i>	<i>30</i>	<i>Monthly</i>	<i>Maintenance of small vehicle fleet</i>	<i>30</i>	<i>14 days</i>	<i>Chad's Auto Equipment</i>	<i>1 x monthly</i>

[Copy and attach additional forms as needed]

SERVICES

[illegible]

Example

COMMUNICATION

Communication will be the most important component of your Plan. Establish a communication plan that provides information to everyone in the business. Identify who will design and disseminate the information. Ensure that communication systems (teleconferencing, telecommuting, email, facsimile services, desktops, laptops, radios, PA System) are operational and interoperable with other systems. Make sure they are secure and able to handle increased and constant use. Face-to-face communication may not be desirable during a flu outbreak and exclusive use of communication systems may be advised. Letters, memos, fact sheets, brochures and newsletters are a few ways to package correspondence.

As an employer, you have an important role in protecting employee health and safety. All employees should be educated on good hygiene practices, washing hands, coughing and sneezing etiquette and social distancing techniques (staying at least 3 feet apart from each other) if needed. Also, stress the importance of reporting to work. To stay well, work practices may need to be altered to protect employees and customers, (i.e., drive-through service windows, improved ventilation in the workspace, spacing of employee stations and the use of work-at-home options. (Protective masks play a small role in minimizing disease transmission and are not recommended for long-term use. The use of gloves may also spread germs if not used correctly). All practices should be communicated clearly.

The communication policy should provide frequent updates about the flu outbreak to all employees. Use the local health authority (Greenwich Department of Health) as a resource along with other public health agencies such as the Centers for Disease Control and Prevention (CDC) and the State of CT Department of Public Health for information. Include in the Plan a mechanism for developing, finalizing and authorizing dissemination of all communications. This is very important. A consistent message will be effective. Be sure to use multiple dissemination techniques to ensure that all employees hear the message. There may be a high level of fear and anxiety as sickness causes absenteeism. Rumors and misinformation regarding the flu outbreak can do a lot of damage when it comes to employees reporting to work. Sharing information from a reliable source on a regular basis will help reduce staff distress. Always ensure that communications are culturally and linguistically appropriate.

Communicate each employee's responsibility in the Plan and guide employees on how to develop a personal/family emergency plan of their own. Implementation of strict infection prevention and control measures (hand washing, respiratory etiquette, etc.) in the workplace to protect the health and safety of all employees is very important.

The communication plan should also describe how you will communicate with customers/clients and the general public (e.g. website, press releases, brochures). Be sure to include local health authorities (Greenwich Department of Health) by communicating the number of people who are out ill from work. This information will be helpful to health authorities as they track the rate of illness in the community. They may also be able to advise you if it is time to close your business due to the flu.

Also inform customers/clients of your **Pandemic Business Continuity Plan** and how existing service may change during an outbreak. Help customers/clients to minimize the impact of a flu outbreak on their businesses and daily activities by letting them know what services you may not be able to give them during an outbreak. Finally, share best practices with other organizations, associations, and businesses in your community to improve community response efforts.

The Greenwich Department of Health (www.greenwichct.org) can be contacted at 203-622-7836 or 203-622-7854.



EXHIBIT H: INFORMATION DISSEMINATION PLAN

RESPONSIBILITY AND AUTHORITY

Information Development by the Communication Team

The following individuals assigned to the Information and Communication Team will be responsible for creating and/or coordinating the development of communications. Communicate with the following groups: employees, customers/clients, the general public, suppliers and service vendors and partners and the local health authority (Greenwich Department of Health).

Assigned Communication Team Employee	Job Title	Section/Unit/Department	Assign Task on Communication Team	Contact Information	Alternate Employee
Name: (Leader)					Name:
Name: (Member)					Name:
Name: (Member)					Name:

Bestowed Authority

The following individuals will be responsible for authorizing communication information that is developed and approved for dissemination.

Employee Name	Job Title	Section/ Unit/ Department	Responsibility To Approve	Contact Information

AUDIENCES

Communications go to several different groups inside and out of the organization. These groups are referred to as Primary Audiences. They include: senior managers, administrative and field staff; product and service workers, local health authorities, customers/clients/general public and all vendors/clients rendering services. See attached table for Modes of Communicating during a Pandemic Influenza outbreak to primary audiences.

MODES FOR COMMUNICATING PANDEMIC INFLUENZA INFORMATION TO PRIMARY AUDIENCES

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

* Examples of informational content include letters, memos, fact sheets, brochures, newsletters and guidelines from the local health officials.

INFECTION CONTROL AND PREVENTION MEASURES

Infection control and prevention measures will be essential to keeping your business operating. Provide employees information on how to stop the spread of disease (e.g. hand washing with soap and water or alcohol based hand cleaners when water is not available, cover a cough or sneeze with a sleeve or tissue, use disposable protective masks only when necessary, etc.). Employers should maintain a supply of infection control products (e.g. soap, paper towels, alcohol based hand gel - *Optional*, etc.) Develop a protocol, if there isn't one, for cleaning/sanitizing work areas on a regular basis with cleaning supplies capable of disinfecting.

Discuss and list ways to reduce the frequency of face-to-face contact (e.g. telecommuting, teleconferencing) and ways to limit the transmission of disease when direct contact cannot be avoided. (no hand shaking, hugging, kissing, limiting shared workstations etc.) among employees and customers/clients. Educate your employees, clients and vendors about social distancing techniques (avoid crowded areas, limit close contact to ill persons, keep a minimum distance of 3 feet between each other) and stress the importance of getting vaccinated against the flu. Offering employee flu clinics may be advantageous for your business.



EXHIBIT H: INFECTION CONTROL AND PREVENTION

HYGIENE

Employees should be educated and reminded of good hygiene practices that help limit the spread of disease:

- Apply respiratory etiquette (e.g. covering cough or sneeze with a tissue or sleeve).
- Wash hands frequently with soap and water or alcohol-based hand cleaner when water is not available.
- Avoid direct skin-to-skin contact with others, such as shaking hands, kissing and hugging.
- Keep hands away from nose, face and mouth.
- Stay home when ill and do not send ill children to school or day care.
- Discard all soiled tissues into wastebasket.

Other measures that will assist in helping to reduce the spread of disease:

- Remove magazines/papers from waiting rooms and common areas.
- Supply hand sanitizer s in waiting rooms and common areas.
- Provide tissues and trashcans in waiting rooms and common areas.
- Hang posters outlining ways to reduce the spread of disease in various locations in the office/building.

SOCIAL DISTANCING

Social distancing is a control strategy that includes methods of reducing the frequency and closeness of contact between people in an effort to limit the spread of infectious diseases. Utilize the following social distancing strategies to reduce close contact among individuals:

1. **Telecommuting.** The number of employees who have the technological capability to telecommute from home and can adequately perform their primary functions.
2. **Teleconferences.** Teleconferences *can* be held to complete assigned work. List where teleconferences can be used or not used.
3. **Staggering work shifts.** Where operationally allowed, shift changes should be managed as follows: when one shift goes off duty, there should be an interval before the next shift begins so that the worksite can be thoroughly ventilated. As a matter of routine, the work environment should be cleaned with disinfecting cleaning solutions.
4. **Face-to-face barriers.** When needed, face-to-face interaction can be limited by using telephone, fax machines, computers, etc. Make a list of those operations in your company that can apply this while keeping business status quo.

Additional social distancing strategies may include:

- Avoid any unnecessary travel and cancel or postpone non-essential meetings, workshops and training sessions.
- Bring lunch and eat at desk or away from others. Introduce staggered lunchtimes to reduce crowds in the lunchroom.
- If face-to-face meetings are unavoidable, minimize the meeting time. Choose a large, well ventilated meeting room and do not sit close to each other if possible; avoid shaking hands or hugging.
- Set up systems where customers can pre-order/request information via phone, email, fax and have order or information ready for pick-up or delivery.
- Encourage employees to practice social distancing outside of the workplace.

GUIDANCE FOR ATTENDANCE AT WORK, SCHOOL OR GROUP ACTIVITY RELATED TO INFLUENZA-LIKE ILLNESS (ILI)

Influenza A (H1N1)

Look for these main symptoms

FEVER (100°F or greater) <u>plus</u> <ul style="list-style-type: none">• Cough - or -• Sore Throat	Other symptoms may include <ul style="list-style-type: none">• Body aches• Headache• Fatigue• Runny or stuffy nose• Nausea• Chills• Diarrhea• Vomiting
--	--

People with certain chronic medical conditions, adults 65 years or older, children younger than 5 years old, pregnant women and children/adolescents under 18 years old receiving long-term aspirin therapy may be at higher risk for influenza-related complications.


IF YOU THINK YOU HAVE H1N1 FLU:

- **Stay at home** until at least 24 hours after fever or signs of fever are gone and without the use of fever-reducing or treatment medication. For a typical duration of symptoms including a fever, most people will be home between 3 and 5 days.
- **Stay at home** for a longer length of time (7 days from onset of symptoms and then 24 hours after symptoms have resolved) in health care settings, childcare facilities (children under 5 years of age) or places where a large number of high-risk people may be exposed.

Guidance measures cited above are subject to change as flu conditions become more severe

For more information:

- Visit <http://www.cdc.gov/h1n1flu>
 - TTY: (888) 232-6348
 - cdcinfo@cdc.gov
- Greenwich Department of Health
 - (203) 622-7838
 - www.greenwichct.org



TO REDUCE THE SPREAD OF FLU:

- **Cover your mouth and nose** with a tissue when you cough or sneeze. Use a sleeve or elbow if tissues are not available.
- **Wash your hands regularly** with soap and water or use alcohol-based hand gel (60% alcohol) when water is not available.
- **Avoid touching your eyes, nose or mouth.**
- **Clean frequently touched surfaces** with a disinfectant.
- **Avoid contact with ill persons.**
- **Stay home when you are ill.**

GREENWICH DEPARTMENT OF HEALTH
WWW.GREENWICHCT.ORG
203-622-7838

INFECTION CONTROL SUPPLIES

Employers should have infection control supplies on hand during a flu outbreak. The following infection control supplies are regularly available and may be needed by employees during a pandemic to help reduce the spread of disease.

Supplies
Soap and hot water within bathrooms and kitchen areas
* Disposable kitchen utensils and cups
* Alcohol based hand cleaner (min. 60% alcohol content)
Paper towels in bathrooms/sinks
* Tissues
* Telephone and computer cleaning wipes
Garbage bags and trash cans
Office cleaning supplies for maintenance staff (details under recommended disinfectants) Personal protective equipment (only as necessary for specific job professions) Disposable gloves Protective masks

*** If not routinely provided by your business, employees can opt to provide for themselves.**

WORKPLACE CLEANING

The workplace should be routinely cleaned using disinfecting cleaning agents. It is important to clean those surfaces that are touched frequently by many people (e.g. door knobs, sinks, handles, railings, counters, windows and computer keys) on a regular basis. The influenza viruses may live up to 8 hours on such surfaces. Filters of the air conditioning systems should be cleaned and changed regularly and telephones within the office should not be shared by staff.

When a person with suspected influenza is identified and has left the workplace because they are not feeling well, it is important that their immediate work area be wiped down if possible. Cleaning is the removal of visible dirt or soil. It is not necessary to close down the workspace, the place of business or stop working in order to clean. To disinfect, use any of the disinfectants listed in the table below and follow the manufacturer's recommendations. The person cleaning and disinfecting should use gloves if available and wash hands thoroughly after cleaning.

RECOMMENDED WORKPLACE DISINFECTANTS

Sanitize/Disinfect	Recommended use	Precautions
Commercial disinfectant or bleach (sodium hypochlorite) /water solution on surfaces. 1 part per 100 of available chlorine (1/4 cup bleach for 1 1/2 gallons of water)	<ul style="list-style-type: none">• Disinfection	<ul style="list-style-type: none">• Should be used in well-ventilated areas.• Utilize gloves while handling and using bleach solution.• Do not mix with strong acids to avoid release of chlorine gas.• Corrosive to metals and certain materials.
Alcohol (e.g. Isopropyl 70%, ethyl alcohol 60%)	<ul style="list-style-type: none">• Disinfection• Smooth metal surfaces, tabletops and other surfaces on which bleach cannot be used.	<ul style="list-style-type: none">• Flammable and toxic. To be used in well-ventilated areas. Avoid inhalation.• Keep away from heat sources, electrical equipment, flames, and hot surfaces.• Allow it to dry completely, especially when using diathermy
EPA-Approved Products Many products available (See product container for appropriate quantities)	Follow directions on label	Follow precautions on label

Note: Some of the products listed above are not routinely used in business; however, other products that work as disinfectants are acceptable.

RESPONSE PHASE

Once the local health authority (**Greenwich Department of Health**) has announced the onset of a pandemic influenza locally, you will need to begin activating your **Pandemic Influenza Continuity Plan**. Be sure to notify all staff of their duties. Keep up-to-date on news and information about the pandemic by checking with the **Greenwich Department of Health** (www.greenwichct.org), **Center for Disease Control** (www.cdc.gov), CT Department of Public Health (www.ct.gov/dph) and **World Health Organization** (www.who.int).

Assess your ability to provide essential services with staff and material resources, changes in consumer demand, and the need for any new or alternative services. As needed reallocate resources and suspend non-essential operations as staff resources become limited and/or material resources (e.g. gasoline) must be rationed.

Assess the number of absent employees and job functions lost or reassigned. Track when ill employees will be expected to return to work. Reassign personnel to essential or prioritized job functions and provide clear instructions for performing duties. Provide just-in-time training or refreshers to alternate staff taking over new job functions.

Activate applicable policies i.e. employee leave, flexible work schedules, travel instructions, health care, management of ill employees, etc. Notify staff of policy changes and provide them with any necessary claim forms.

Provide regular (e.g. daily, weekly, bi-weekly) updates to staff on pandemic status and any applicable policy changes, infection control measures, job reassignments, illness reporting etc. that apply during that stage of the outbreak. Communicate regularly with staff to promote confidence in personal safety in the workplace. Inform suppliers and service vendors of any changes in supply/service needs. Inform customers/clients of any changes to services or products. Activate and ensure that communication systems (e.g. teleconferencing, telecommuting, facsimile services, radio, internet) are in working order.

- ❖ Disseminate information to staff on how to prevent infection at home and at work. Post hygiene notices at entrances, washrooms, hand washing stations, and public areas.
- ❖ Ensure that supplies of hygiene products (e.g. soap and/or hand sanitizer, paper towels) are available.
- ❖ Implement social distancing strategies (e.g. telecommuting, teleconferences).
- ❖ Apply appropriate office sanitation especially to workstations where staff report illness.
- ❖ Remind employees to inform their supervisor when they become ill and follow the protocol for managing staff that becomes ill at work.



RECOVERY PHASE

Notify assigned planning team leaders and staff of changes in pandemic status and return to operations as normal. Recovery from an influenza pandemic will begin when it is determined that supplies, resources, and response systems exist without continued assistance. Conduct an evaluation of your response and update your **Pandemic Influenza Business Continuity Plan** as needed.

Notify employees about changes in pandemic status, return to business as usual along with any applicable policy changes. Ensure that employees have access to mental health services well after the pandemic has stopped. Notify product and service vendors as well as customers and clients of return to operations as usual.



FOR MORE INFORMATION

Local health official government agencies are your best source of information should an influenza pandemic occur. It is important to stay informed about the latest developments and recommendations since specific guidance may change based upon the characteristics of the influenza strain.

Below are several recommended websites and contacts where you can get the most current and accurate information:

Town of Greenwich: www.greenwichct.org

(Town of Greenwich Department of Health Phone: 203-622-7836 and 203-622-7854.)

Local Radio: WGCH AM 1490

Department of Health and Human Services: www.pandemicflu.gov

(Offers one-stop access, including toll-free phone numbers, to U.S. government avian and pandemic flu information.)

Occupational Safety and Health Administration: www.osha.gov/dsg/topics/pandemicflu/index.html

(Detailed information on preparation and guidance for the work place.)

Centers for Disease Control and Prevention: www.cdc.gov
www.cdc.gov/h1n1flu/business
www.cdc.gov/h1n1flu/vaccination/acip.htm
www.cdc.gov/flu/protect/keyfacts.htm

CT Department of Public Health: www.ct.gov/ctfluwatch

(State of Connecticut Official website)

Federal Agency Partners www.flu.gov/plan/workplaceplanning/index.html

GLOSSARY OF TERMS

Avian influenza	Avian influenza, also referred to as bird flu, is a disease of birds (e.g. ducks, chickens). Between 2003 and 2006 the H5N1 avian influenza virus has infected millions of birds. Although it is primarily a disease of birds some people have been infected after having close contact with birds.
Contact	A contact is a term used to refer to someone who has been in close proximity with an individual who is, or is suspected of being, infected with an infectious disease like influenza.
H1N1	Also known as A (H1N1), is a subtype of influenza virus A and the most common cause of influenza (flu) in humans.
H5N1	H5N1 is the latest avian influenza virus subtype of concern and there appears to be little human immunity to it. The predominant winter strain of human influenza is H3N2. Most adults have some immunity to this strain, which caused a pandemic in 1968 when it evolved from avian influenza.
Hand hygiene	Hand hygiene is a term that applies to the cleaning of ones hands. This is usually done with soap and water, hand sanitizer, or hand wipes. To kill an influenza virus hands must be washed with soap and water for 15 seconds and hand sanitizers or wipes must be used for 10 seconds and have an alcohol content of at least 60%.
Human-to-human transmission	Human-to-human transmission refers to the ability of an infectious disease to be passed continuously from one person to another. Some viruses can be transmitted animal-to-animal, animal-to-human (and vice versa), and human-to-human.
Infection control	Infection control is broad term used to describe a number of measures designed to detect, prevent, and contain the spread of infectious disease. Some measures include hand washing, respiratory etiquette, using personal protective equipment (PPE), isolation and quarantine.
Infectious disease	An infectious disease or communicable disease is caused by the entrance of organisms (e.g. viruses, bacteria, fungi) into the body, which grow and multiply to cause illness. Infectious diseases can be transmitted by direct contact with an infected individual, their discharges (e.g. breath), or with an item touched by them.
Influenza	Influenza is a viral disease that causes high fever, sore throat, cough, and muscle aches. It usually affects the respiratory system but sometimes affects other organs. It is spread by infectious droplets that are coughed or sneezed into the air. These droplets can land on the mucous membranes of the eyes or mouth or be inhaled into the lungs of another person. Infection can also occur from contact with surfaces contaminated with infectious droplets and respiratory secretions.
Isolation	Isolation is when sick people are asked to remain in one place (e.g. home, hospital), away from the public, until they are no longer infectious.
Personal Protective Equipment	PPE is specialized clothing or equipment worn to protect someone against a hazard including an infectious disease. It can range from a mask or a pair of gloves to a combination of gear that might cover some or all of the body.
Quarantine	A quarantine is when people who have been in close proximity to an infected person, but appear healthy, are asked to remain in one place, away from the general public, until it can be determined that they have not been infected.

Respiratory etiquette	Respiratory etiquette, or good coughing and sneezing manners, is one way of minimizing the spread of viruses which are passed from human-to-human in the tiny droplets of moisture that come out of the nose or mouth when coughing, sneezing, or talking. Healthy and sick people should cover their nose and mouth when sneezing, coughing, or blowing their nose and then put the used tissue in the trash to prevent the spread of germs.
Seasonal influenza	Seasonal influenza, commonly referred to as the flu, is an infectious disease. In the United States, flu season usually occurs between December and March. The influenza virus is one that has the ability to change easily; however, there is usually enough similarity in the virus from one year to the next that the general population is partially immune from previous infection or vaccination. Each year experts monitor the influenza virus and create a new vaccine to address changes in the virus. For this reason people are encouraged to get a flu shot each year.
Social distancing	Social distancing is an infection control strategy that includes methods of reducing the frequency and closeness of contact between people to limit the spread of infectious diseases. Generally, social distancing refers to the avoidance of gatherings with many people.
Influenza A H1N1 (Swine Flu)	An infection of a host animal by any one of several specific types of microscopic organisms called "Swine influenza virus". In late March, early April 2009 cases of human infection with Swine influenza viruses were first reported in Southern California. A/H1N1 Swine influenza is a respiratory disease of pigs caused by type A influenza viruses that cause regular outbreaks in pigs. People normally do not get Swine flu, but human infections can and do happen. Swine flu viruses have been reported to spread from person-to-person and are contagious.