PANDEMIC RESPONSE MANUAL FOR BUSINESS

© 2009 Continuity Business Solutions Limited
All Rights Reserved

Legal Notice(s) and Requirement(s):

The material in this Pandemic Response Manual for Businesses (manual*) has been assembled for the purpose of promoting good practice for businesses to minimize disruption to their operations from the current influenza pandemic.

Whilst all attempts have been made to verify information provided in this manual, Continuity Business Solutions Limited accepts no liability or responsibility for any acts or omissions done or omitted in reliance, in whole or in part, in this manual's entirety.

Continuity Business Solutions Limited 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 use of this manual.

Further Continuity Business Solutions Limited is not responsible for the contents or reliability of any websites mentioned in this manual and does not necessarily endorse the views expressed in them. Continuity Business Solutions Limited cannot guarantee that any recommended websites will work all the time, and has no control over their availability.

Use of any suggestions, ideas, templates and presentations contained in this manual should be preceded by on your own due diligence, and you agree that Continuity Business Solutions Limited is not liable for any success or failure of your business that is directly or indirectly related to the purchase and use of this manual.

This manual is not intended for use as an exhaustive source of what is needed to be done to fully prepare. It is further stressed that the information contained herein may be subject to varying local laws or regulations.

The purchaser or reader/user of this manual assumes the responsibility for the use of these materials and information and/or its application. Adherence to all applicable laws and regulations, federal, state, and local, governing professional licensing, business practices, health and safety, and all other aspects of doing business in any jurisdiction is the sole responsibility of the purchaser or reader.

Continuity Business Solutions Limited assumes no responsibility or liability whatsoever on the behalf of any purchaser or reader of these materials. Any perceived slights of specific people or organizations are unintentional.

The Pandemic Response Manual for Businesses is protected under international copyright law. Only the purchaser of this product can reproduce and/or distribute any of the content, provided it is within the limits of the employees of the purchaser's company.

The product 'Pandemic Response Manual for Businesses' remains the property of Continuity Business Solutions Limited and reproduction without this authorization is strictly prohibited.

If you have received this copy illegally please email info@cbs-asia.com for favorable purchase arrangements.

* The term "Manual" refers to this document and any and all attachments contained in the folder which accompanied this document.

Contents

SECTION NUMBER	PAGE
SECTION ONE: INTRODUCTION	
Foreword	4
How to Use This manual	6
SECTION TWO: MANUAL CHAPTERS	
Conducting a Risk Assessment	7
Company Pandemic Response Phases	13
The Influenza Manager	14
Office Access Control	16
Social Distancing	19
Workforce Management	21
Managing Illness at Work	24
Sickness Response Procedures	26
Workplace Disinfection	27
Communications Management	29
Supply Shortages	32
Office Environment	34
Staff Training	37
Promoting Awareness	39
Personal Hygiene Education	40
Contact Tracing	41
Regulatory Compliance	42
Public Health Sector Actions	43
Communications Tree	44
Corporate Travel Policy	45
Quarantine Room	47
Customer Management	48
Pandemic Stockpiling	49
Use of Disposable Face Masks	52
Hand Antiseptics	54
Minimizing False Alarms	55
Flu vs. Common Cold Differences Fact Sheet	56
Influenza Screening Flow Chart	57
Pandemic Response Activities	58
Awareness Posters	59
Forms	60
Pandemic Response Report	61
SECTION THREE: EDUCATIONAL SUPPLEMENTS	
Pandemic Flu's Impact on Business	62
Pandemic Influenza Quiz	62
SECTION FOUR: ADDENDUM	
Pandemic Response Report Template	63
Pandemic Flu Screensaver	63
List of Attachments	64

SECTION ONE - INTRODUCTION

Thank You

Thank you for purchasing our Pandemic Response Manual! This manual will provide you with all the information and tools you'll need to respond to the disruptive effects of the current influenza pandemic.

This manual was put together by a team of business continuity planning professionals with the input of a host of experts in their respective fields. If implemented properly it will help your business survive – or even thrive – throughout the duration of this pandemic.

Please read this manual in its entirety before launching into any of the attachments.

Foreword

Nigel Thomas - Managing Director
Continuity Business Solutions Ltd.

In April 2009 the world was 'side swiped' with the news that a new strain H1N1 influenza outbreak had occurred in Mexico, and it was infectious enough to have escaped containment.

I say 'side swiped' because the world's eyes (experts included) were on Asia expecting the H5N1 (Bird Flu) to break out somewhere there, triggering the next pandemic.

The new A/H1N1 strain, dubbed "Swine Flu" due to early (inaccurate) assumptions being that it came from pigs, quickly escaped the confines of Mexico City.

It almost immediately surfaced in countries around the world where it established itself with ease.

Within the space of only a few weeks the World Health Organization had raised their pandemic alert threat level from 3 to 4 to 5, and ultimately to 6 indicating a full blown pandemic event was now taking place.

The early numbers out of Mexico indicated it could be a bad one. Out of the first few hundred infections some 2.5% died. This is on par with the 1918 Spanish Influenza Pandemic (the worst in history) in which an estimated 2.75% of those infected died.

Fortunately this mortality rate seemed to quickly subside with the number of deaths versus infections turning out to be much lower in other countries – in the region of 0.2% - leading to a quick calming of the public and governments to the threat which lay ahead.

The exact reason why the mortality rate dropped so dramatically once the disease spread to other countries is still a mystery. A seemingly obvious explanation would be that before the pandemic even escaped Mexico the world was already on alert and any (even suspect) cases surfacing in other countries thereafter were immediately treated with antivirals.

The answer to that question should become evident when the virus reaches poorer countries which do not have antiviral stockpiling, and when those which do start to restrict its distribution. Perhaps by the time you are reading this we will know.

There is also the possibility the virus mixes with other strains (including the circulating H5N1 strain) and mutates again, altering how infectious it is or its virulence.

We should remember however, that from a business perspective it is not the mortality rate of a pandemic which will cause the damage. Even a 3% mortality rate over 18 months is likely less of a loss in number terms than is the normal staff turnover rate.

It is whether your company can carry on operations through weeks or months with a 50% or more personnel absenteeism rate, with staff off work due to sickness, child care, home quarantine, caring for others and just plain fear.

It is also whether the staff feel safe to be in the office to come to work in the first instance, and whether the company can demonstrate it can respond to sickness in the workplace.

Be prepared for staff to evacuate offices. They won't return until they are satisfied it is safe to do so, and without a procedure this could be days later instead of a couple of hours.

The obvious picture which emerges from this is that provided a business can educate its staff on what to expect, how to protect themselves, and satisfy them that it has taken appropriate measures to protect them and their families, those staff are far more likely to come willingly to work, and to return to the workplace quickly should sickness be identified in the office.

The reality is that an office or any other enclosed working environment can and should be made into the safest place for staff to be outside of the home. If the methods used to do this are communicated to staff the business will continue to operate when others around them fall over.

Businesses which still take the pandemic threat seriously and allocate funds and resources into preventative measures will survive or even thrive during and following this pandemic.

By purchasing this manual you have taken the first steps in getting your business response plans completed. Well done! You now have the information you need on how to do it, and tools you need to do it with.

Nigel Thomas
Managing Director
Continuity Business Solutions Limited

nthomas@continuitybusinesssolutions.com
http://www.continuitybusinesssolutions.com

How to Use This Manual

The first thing you need to do is make a printed copy of this manual along with a copy of each of the attachments contained in the manual folder. Put everything in a large hard-cover binder and keep the binder in a place you will remember. You never know when you may lose access to your computer or network, and it will most likely happen (for extended periods) when things start getting bad.

Whilst the manual has been designed to work in printed format, it is primarily meant to be accessed electronically. This allows you to intuitively find your way around the whole manual set using simple point-and-click links, similar to a web site. It also allows you to open the attachments which come as part of the manual set.

The attachments will appear as links throughout this document, and they contain the templates for the forms, information sheets, posters and much much more, which you can open as you need to. You can also access the attachments directly from the manual folder.

Depending on the security settings of your programs you may be asked to allow access to the programs before they will launch from this document. If you do not wish to allow access you can open the attachments from within the attachments folder.

You may change any aspect of the attachments to suit your own company's name and branding. Additionally you can add to any of the information contained in the attachments to 'localize' them. Staff will take the message more seriously when the threat appears more local.

It is important to note that in order to customize any of the templates, you must have MS Word installed on your computer.

If you are unable to open any of the attachments which come with the manual there is also a PDF version of the same file (with the same file name) located in the manual folder.

If you do not have the appropriate application you can always use the PDF version to either reproduce the attachment yourself using your own application, or simply print out a copy and photocopy as many as you need. They will not be customised however.

Most of the information contained in the manual deals with *your response* to an influenza pandemic, however there is also a lot in here that you will want to refer to regarding the preparedness and planning aspects.

It is likely you have yet to feel the full force of the pandemic and there are many things you still may need to do to get ready, even if you have already suffered disruption.

This manual (without the attachments) has been made freely available at selected authority libraries, educational establishments and not-for-profit institutions. If you have obtained this copy from one of these and wish to receive the attachments, please contact us and we would be happy to assist.

SECTION TWO – MANUAL CHAPTERS

Conducting a Risk Assessment

.

Know your exposure. One of the first tasks any business should complete before launching into business continuity preparations for the Pandemic Flu threat is a risk assessment. You need to assess the risks to your business. Some businesses will suffer more than others. Some are more or less exposed in some areas than others.

There is little point in spending money, management time and other resources in an area which would have little operational effect during a disruption. Conversely you do not want an area where there is high exposure to not have a contingency plan in place.

It is worthy of note that during SARS, The Hong Kong Trade Development Council reported that 65% of businesses suffered to some extent in their bottom line, many of those went under. 33% managed to survive unscathed and an incredible 2% of businesses actually saw an improvement. So how come they were ready to take up the slack? It was because they had some sort of plan in place, even if it wasn't designed for something like SARS.

A business which has assessed risk, and which has a contingency plan in place for each of those risks, will be better positioned to capitalise on the opportunities that something like Pandemic Flu will bring. Many competitors will stumble, and the opportunity will present itself for those with a plan to take up the slack and ultimately increase their bottom line.

Make sure your business is one of those that is ready, rather than one of those which will stumble, and lose customers as soon a disruption occurs.

We have prepared a simple Risk Assessment template which you should print out. It will allow you to assess your Company's current risk exposure, and which areas of your operations are in need of a fall back or contingency plan.

Whilst it is arguable that this Risk Assessment is over simplified, it is designed to be completed internally without the resources, costs and know-how that would normally be required, to perform the type of Risk Assessment offered by professional consulting firms.

Should you find that you need to conduct such an in-depth Risk Assessment you can either employee a professional consulting firm or try one of the many Risk Assessment Software products available on the market.

If you are looking for a more in-depth look at your business processes consider doing a full Business Impact Analysis (BIA).

This will allow you, among other things, to separate the risks to your businesses which threaten mission critical processes, from the risks which threaten non-critical processes.

The benefit of doing this, of course, is that you won't waste time and money on non-critical risks whilst leaving mission critical risks unchecked. Use the BIA Questionnaire Template supplied as a bonus to the manual.

The Risk Analysis provided covers the four principal areas which all businesses are reliant, namely:

- **What are your critical processes**
- **Who are your critical people**
- **Which are your critical suppliers**
- **What are you critical utilities**

Look at how you are currently assessing your risk, if at all. How you are assessing which of these is most to least exposed, and know which low impact failures if combined would result in high impact disruption.

PROCESS RISK ANALYSIS

Using the Processes Risk Analysis Template complete a list of processes in your business. You will most likely need to interview departmental heads and operational supervisors to ascertain and identify individual processes. Often one process is made up of several smaller processes. Get down to the 'lowest common denominator' wherever possible, however the object of the exercise is to identify risk, so don't lose sight of the woods from the trees.

In the first column, enter the name of the process you have identified.

In the second column, enter a score between 1 and 5 for the importance of the process in your day-to-day operations, where 1 indicates low importance and 5 indicates high importance.

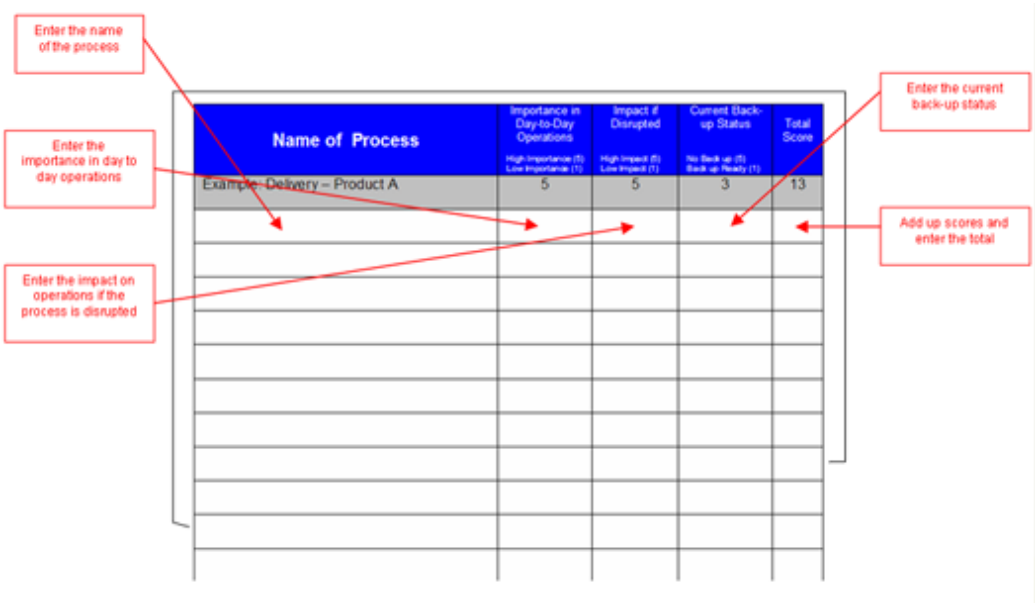
In the third column, assess the impact on operations if that process is disrupted. 1 indicates low impact, and 5 indicates high impact.

In the fourth column, determine your current back-up status, where 1 indicates you have full back-up in place and ready, and 5 indicates there is no back-up in place for this process.

Finally add together the scores in column 2, 3 & 4 and place the total in the fifth column.

The score you are looking to reach is the lowest score possible. A total score of 3 points would indicate that this process is least important, has least impact if disrupted, and you have full back-up in place and ready anyway.

Conversely a total score of 15 would indicate that this process is extremely important, the impact if disrupted would be disastrous and currently no back-up is in place. A process with a score of 15 would need immediate and top priority attention.



To open the **Process Risk Analysis Template** click here. (Word format)

PEOPLE RISK ANALYSIS

Using the People Risk Analysis Template complete a list of people and their positions in your business. Note that we are looking to identify people in the business who are critical in day-to-day operations. Whilst senior management may be critical to the business, they may not be important in day-to-day operations.

REMAINDER OF MANUAL REMOVED
PLEASE SCROLL DOWN FOR LIST OF ATTACHMENTS

Forms

The manual comes with a number of pre-prepared forms you can customize and use:

Influenza Notification Form Template (Word format)
Put the name and contact number of the Influenza Manager on this form and print enough copies to give one to each staff member. This will also serve to heighten awareness of recent developments of the pandemic.

Sickness at Work Record Template (Word format)
Have copies of this form ready to record details of staff sickness. During the early stages of the pandemic it may be required by the local regulators that you do so anyway. The form also records where staff have been, and who they have been in contact with.

Contact Tracing Form Template (Word format)
The Contact Tracing Form records who sick employees have been in close contact with, including name, address, phone number and email address.

Emergency Contact Phone List Template (Word format)
You can use this template to start off your emergency contact list. All critical staff should be on it and keep a copy of it on them at all times. Consider shrinking it down to pocket/wallet size and laminate it.

Travel Application Form Template (Word format)
The Travel Application Form should be completed by all employees when planning local leave and/or any cross border travel, whether on leave or on Company business.

SECTION THREE – EDUCATIONAL SUPPLEMENTS

The following educational supplements should be made available to staff interested in learning more about Pandemic Flu. Staff should be encouraged to familiarize themselves fully with the virus, how it works and how to combat it.

Pandemic Flu's Impact on Business

'Pandemic Flu's Impact on Business' is a short article summarizing the possible disruptions Pandemic Flu will have on business operations.

To open **Pandemic Flu's Impact on Business** click here (Word format)

Pandemic Influenza Quiz

Designed for medical professionals, this quiz teaches and then tests your knowledge of influenza including symptoms and treatment. It's been put together by Vancouver Coastal Health for the certification of medical personnel, so If you want to become an expert in this area then learn and study this quiz.

To open the **Influenza Quiz** click here (PDF format)

SECTION FOUR – ADDENDUM

Business Impact Analysis Questionnaire Template

Designed for business continuity planning in general, it will help you to establish a cost-to-benefit analysis and help you secure the funding you require to get your pandemic influenza readiness activities completed.

To open the **BIA Questionnaire Template** click here (Word format)

Pandemic Response Report Template

This report template will allow you too consolidate all your plans into one single report format. You can then use this as a checklist during your implementation. You can also use this to get the funds/budget you may need to complete the implementation.

To open **Pandemic Response Report Template** click here (Word format)

Pandemic Flu Screensaver

Distribute this hand hygiene reminder screensaver to your staff, or install it on your network server so that everyone can see it.

To install the **Pandemic Flu Screensaver** now click here (Executable file), or go straight to the manual folder and copy it out.

List of Attachments

All files and attachments can be opened using the links contained within this manual, however if you wish you can access the files directly from the "Attachments" folder.

Additionally, should you not have the appropriate program to open some of the files you can open the PDF version of the file and replicate the forms yourself.

The following is a list of all the files contained in the folder:

Pandemic Response Manual.pdf
Awareness Poster 1.doc
Awareness Poster 1.pdf
Awareness Poster 2.doc
Awareness Poster 2.pdf
Pandemic Flu Impact on Business.doc
Pandemic Flu Impact on Business.pdf
Emergency Contact Phone List Template.doc
Emergency Contact Phone List Template.pdf
Influenza Screening Flow Chart.doc
Influenza Screening Flow Chart.pdf
Flu vs Cold Differences Fact Sheet.doc
Flu vs Cold Differences Fact Sheet.pdf
Infection at Work Record Form.doc
Infection at Work Record Form.pdf
Influenza Notification Form.doc
Influenza Notification Form.pdf
Pandemic Response Activities Table.doc
Pandemic Response Activities Table.pdf
Office Access Policy Orange Alert.doc
Office Access Policy Orange Alert.pdf
Office Access Policy Red Alert.doc
Office Access Policy Red Alert.pdf
Business Impact Analysis Questionnaire.doc
Business Impact Analysis Questionnaire.pdf
Travel Policy Orange Alert.doc
Travel Policy Orange Alert.pdf
Travel Policy Red Alert.doc
Travel Policy Red Alert.pdf
Travel Application Form.doc
Travel Application Form.pdf
Pandemic Response Status Table.doc
Pandemic Response Status Table.pdf
People Risk Analysis Template.doc
People Risk Analysis Template.pdf
Process Risk Analysis Template.doc
Process Risk Analysis Template.pdf
Sickness at Work Record Form.doc
Sickness at Work Record Form.pdf
Contact Tracing Form.doc
Contact Tracing Form.pdf
Supplier Risk Analysis Template.doc
Supplier Risk Analysis Template.pdf
Utilities Risk Analysis Template.doc
Utilities Risk Analysis Template.pdf
Pandemic Response Report Template.doc
Pandemic Response Report Template.pdf
Emergency Contact Phone List Template.doc
Emergency Contact Phone List Template.pdf
Influenza Quiz (folder)
Pandemic Flu Screensaver (folder)