

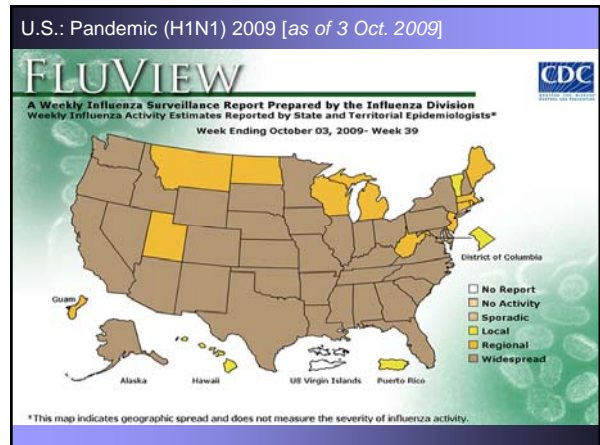
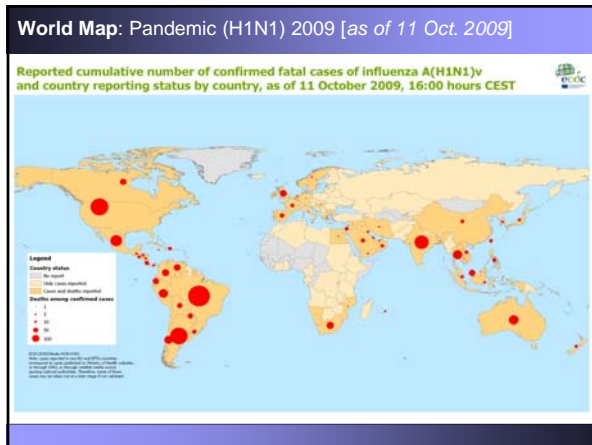
**Private Sector Considerations for
 Pandemic Influenza Preparedness and Response**


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Learning Objectives

- Describe the operational relevance of the following elements with regard to organizational readiness and response to pandemic flu:
 - Planning*
 - Policies*
 - Resource allocation*
 - Communication*
 - Coordination*

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**Institutional Planning and Response for
 Pandemic Flu**

COOP: General Process Elements

Continuity of Operations Plan (COOP) Chart

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8
Create plans & procedures that address all-hazards assumptions	Identify critical functions and services	Identify key personnel and orders of succession	Provide data support systems/vital records	Identify alternate facilities	Identify communication systems and emergency contact information	Reinforce by education, training and exercise programs	REVIEW COOP ANNUALLY


 A Tip Sheet from the Montgomery County, Maryland, Advanced Practice Center

Institutional Planning Checklist

- Point 1: **Plan** for pandemic's impact on your institution, your employees, and your stakeholders
- Point 2: **Establish policies** to be implemented during a pandemic
- Point 3: **Allocate resources** to protect your employees and stakeholders during a pandemic
- Point 4: **Communicate** with and educate your employees (and stakeholders) both before and during a pandemic
- Point 5: **Coordinate** with external organizations and help your communities

Adapted from: <http://www.pandemicflu.gov>

Point 1: Plan

- Employers should plan to respond flexibly to varying and unpredictable pandemic flu severity levels
 - Local changing conditions

Point 1: Plan

- Identify your essential employees and other critical inputs
- Related questions to consider:
 - Who are your "essential" or "required attendance" employees?
 - How do you identify them?
 - How do you tell them?
 - What special training do they get?
 - What benefits do they get? (Extra pay?)
 - What if they're unionized?
- Train and prepare **all employees**, even ancillary workforce

Point 1: Plan

- Why prepare all employees?
 - Results of risk perception study

Table 2: Associations of attitudes and beliefs regarding pandemic influenza preparedness with projected likelihood of reporting to duty by state and local health department personnel

	Construct Agreement n(%)	Bivariate OR (95%CI)	Multivariate Model†OR (95%CI)
Perception of existing knowledge about public health impact of pandemic influenza	101 (33.4)	3.5 (2.1-5.9)	3.1 (1.8-5.5)
Confidence in personal safety	100 (33.8)	4.4 (2.6-7.6)	4 (2.2-7.2)
Family preparation	155 (51.7)	2.4 (1.5-3.8)	2.1 (1.2-3.4)
Health Department's perceived ability to provide timely information	195 (64.6)	2.4 (1.5-3.8)	2.3 (1.3-3.8)
Perception of the capacity to effectively communicate risk	80 (26.6)	7.1 (3.6-13.9)	6.6 (3.2-13.5)
Familiarity with one's role-specific response requirements	71 (23.1)	7.2 (3.5-14.7)	7.6 (3.4-16.9)
Perception of the importance of one's role in the agency's overall response	93 (31.1)	10.4 (5.3-20.3)	9.5 (4.6-19.9)
*Perceived importance of preparedness training and education	254 (83.8)	3.8 (1.9-7.5)	3.4 (1.6-7.1)

* A score of 4 or 5 on the likert-type scale
 † Adjusted for Age, Gender, Job Classification

Point 1: Plan

- Identify a pan flu coordinator and team
 - Suggestion: Organize them using the Incident Command System (ICS) concept
 - Created in 1970s by fire departments to combat massive fires
 - Uses hierarchical structure that provides flexible, responsive command
- ICS structure
 - Incident commander: leads ICS structure
 - Makes decisions based on situation and intelligence
 - Public Information Officer
 - Works with Incident Commander
 - Provides information to media, employees, customers

Point 1: Plan

- Additional planning considerations:
 - Community-level engagement will be vital
 - Planning measures must anticipate long duration of pandemic and resource scarcity
 - Preparation for psychosocial impacts critical
 - **Encourage personal preparedness planning for employees and families**

Key Planning Elements: Pandemic Flu

- **2-week** supply of food and water:
 - self, family, pets
- Prescription medicines
- Basic OTC health supplies
 - e.g.: thermometers, tissues, soap, hand sanitizers, fever-reducing meds, cold meds
- Current phone numbers/e-mails:
 - work, teachers, community groups

Source:
<http://pandemicflu.gov/professional/community/plannow.pdf>

Point 1: Plan

- Personal plans should account for disruptions in:
 - Healthcare facilities
 - Banks
 - Stores
 - Restaurants
 - Government offices
 - Postal facilities
 - Special needs services

Source: HHS

Point 1: Plan

- Employees' personal planning should factor in contingencies for potential school closures:
 - Discuss with school administrators about potential for closures
 - Plan for home learning activities if necessary
 - Plan for recreational activities for children
 - Consider childcare needs
 - Consider special-needs dependents

Point 1: Plan

- Employees' (and institutional) plans should factor in transportation disruptions:
 - Consider alternatives to public transport
 - Alternate mechanisms for getting to work (or telecommuting)
 - Planning for care of far-away dependents

Source: HHS

Point 2: Establish Policies

- Policies that should be established in advance of a pandemic:
 - Employee compensation and sick leave
 - Flexible worksite considerations
 - Preventing flu spread
 - Isolation and quarantine
 - Travel to and from affected areas

Point 3: Allocate Resources

- What resources should be allocated to help your business?
 - Infection control
 - Sneezing and coughing etiquette
 - Hand-washing (encouragement and stations)
 - Social distancing (canceling face-to-face meetings)
 - Screening at entry points (self-screening, active screening)
 - Fever or chills AND cough or sore throat
 - Telecommuting

Point 4: Communicate

- Items to communicate with external customers (“clients”) and your internal customers (employees):
 - Both groups must receive attention
 - Pandemic fundamentals
 - Corporate plan
 - Corporate policies and procedures
 - Resources

Point 4: Communicate

- Communication of objectives for institutions may include:
 - Transmission among staff
 - Protecting people who are at increased risk of influenza related complications from getting infected with influenza
 - Maintaining business operations
 - Minimizing adverse effects on other entities in their supply chains

Point 4: Communicate

- Key communication message for employers should include:
 - All sick people should stay home and away from workplace during pandemic
 - Non-punitive leave, consistent with public health guidance
 - Should not require doctor’s note
 - Vaccination to be encouraged (both seasonal flu vaccine and H1N1 vaccine)
 - Employees with higher risk (or with dependents at higher risk) for flu complications should check with their healthcare provider:
 - Children < 5 years
 - Pregnant
 - Chronic lung disease (adults and children)
 - Heart disease
 - Diabetes
 - Immune system-suppressing diseases and other chronic med conditions
 - Adults > 65 years

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

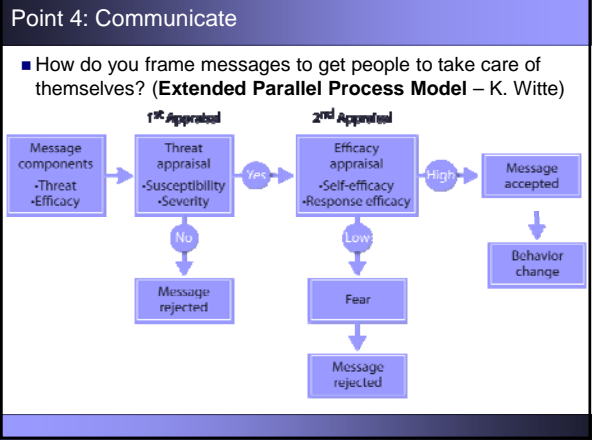
Critical Message: “Stay home if you’re sick.”

- Non-healthcare workers / non-visitors to healthcare facilities with influenza-like illness should stay home:
 - For at least 24 hours post resolution of fever (100 deg. F)
 - In absence of fever-reducing meds
 - Total stay-home time typically 3 – 5 days
- Healthcare workers / visitors to healthcare facilities with influenza-like illness should stay home:
 - 7 days after illness onset or for 24 hours after symptoms resolve, whichever is longer
- Those who become ill with symptoms of an influenza-like illness during the work day should be separated from other workers and asked to go home promptly
 - If an employee becomes ill at work, inform fellow employees of their possible exposure in the workplace to influenza-like illness but maintain confidentiality as required by the Americans with Disabilities Act (ADA)
- Sources:
 - CDC
 - CIDRAP
 - <http://www.pandemicflu.gov>

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Point 4: Communicate

- Important part of your communication plan -- getting both your customers and employees to look out for themselves
 - Belief in personal threat (“I am susceptible to X”)
 - Belief in response efficacy (“There is something that can be done to lessen the threat of X”)
 - Belief in personal efficacy (“I am capable of doing it”)
 - Belief that new behaviors are consistent with group norms (“My peers support my doing it”)



Point 5: Coordinate

- Make arrangements in advance regarding coordination with agencies appropriate for your organization:
 - Insurers, health plans, local healthcare facilities
 - Federal, state, and local public health and emergency response agencies
 - Other institutions/businesses



Corporate Preparedness for Pandemic Influenza: A Survey of Pharmaceutical and Biotechnology Companies in Montgomery County, Maryland

Rissah J. Watkins, Daniel J. Barnett, Jonathan M. Links
*Biosecurity and Bioterrorism: Biodefense Strategy,
Practice and Science*. Volume 6, Number 3, 2008

Pharmaceutical/Biotech Industry at Risk

- This industry has inherent close ties to public health
- The influenza vaccine research conducted by these companies is crucial component of preparedness
- These companies *must be as prepared internally as they are attempting to make the country*



Study


The Companies

- 104 pharmaceutical/biotech companies were contacted by phone
 - September - October 2007
 - List from Pharma-Key (pharma-key.net)
- Initial contact = "cold call" to company headquarters
 - one contact person per company
- Companies with headquarters not in MD were excluded
- Contact attempted for all companies at least twice

The Survey (cont.)

- The survey established whether a company had:
 - an existing preparedness plan (either general or specific for pandemic influenza),
 - plans to draft a preparedness plan,
 - their reasons for not having a plan,
 - and the contents of their plans as compared to the *Business Pandemic Influenza Planning Checklist*

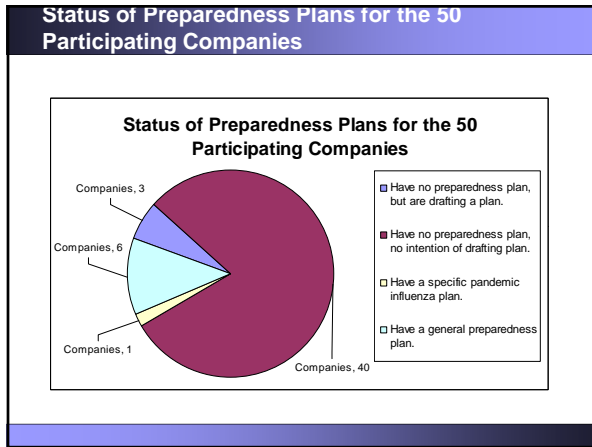
Source:
Department of Health and Human Services. 12/6/2005. Business Pandemic Influenza Planning Checklist.
<http://www.pandemicflu.gov/plan/pdf/businesschecklist.pdf>



Results

General Characteristics of Surveyed Companies

Characteristic	# Companies (%)
Companies contacted	104
Contact unsuccessful	4
Contacted multiple times, no response	30
Refusals	11
Received survey	59
Completed survey	50 (48%)
Company size by # FTE	
Fewer than 10 FTE	24 (48%)
10-50 FTE	16 (32%)
50-100 FTE	4 (8%)
100-500 FTE	5 (10%)
500+ FTE	1 (2%)



- Preparedness Plans by Company Size**
- None of the companies in the two smallest size categories (< 10 FTE and 10 – 50 FTE) had a pandemic flu plan in place or intended to develop one
 - 25% of medium size companies (50 – 100 FTE and 100 – 500 FTE) had general plans that could be adapted to pandemic flu



Discussion

- Survey Analysis**
- The larger companies were more likely to:
 - be drafting a plan or already have one in place
 - have more strategies included in a preparedness plan

Study Conclusions

- Enhanced pandemic preparedness needed for smaller pharmaceutical/biotech companies
- Greater level of preparedness in larger companies may reflect increasing public awareness and efforts of the public health community to provide guidelines

COOP Challenges to Consider for Pan Flu: Summary

- Disease severity (i.e., hospitalization and death rates) in community where institution is located
- Extent of disease (number of people who are sick) in the community
- Amount of worker absenteeism in your institution
- Impact of disease on workforce populations that are vulnerable and at higher risk (e.g., pregnant women, employees with certain chronic medical conditions that put them at increased risk for complications of influenza)
- Other factors that may affect employees' ability to get to work, such as school dismissals or closures

Caveats for Pandemic Flu Planning

- Additional important factors to consider in pandemic planning:
 - **Psychological impacts**

Acknowledgements

- Johns Hopkins Center for Public Health Preparedness
<http://www.jhsph.edu/preparedness>

References

- Flu.gov
 - <http://www.pandemicflu.gov/>
- CDC
 - <http://www.cdc.gov/H1N1FLU/>
- Business Pandemic Influenza Planning Checklist (HHS)
<http://www.pandemicflu.gov/plan/businesschecklist.html>

Questions?

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