

Pandemic Influenza Business Planning Toolkit



MISSOURI DEPARTMENT OF HEALTH AND SENIOR SERVICES

Pandemic Influenza Business Planning Toolkit

Missouri Department of Health and Senior Services
P.O. Box 570
Jefferson City, MO 65102-0570
Ph: 573-751-6161
www.dhss.mo.gov/PandemicInfluenza/Businesses.html

Disclaimer/Copyright

The Pandemic Influenza Business Planning Toolkit is in the public domain and may be reproduced, fully or partially, without permission. Source credit is requested but not required.

The Pandemic Influenza Business Planning Toolkit provides general guidance for businesses planning to respond to the threat of pandemic influenza. The information in this document should not be relied upon without reference to legal; occupational health and safety; infection control; and public health expertise tailored to your specific workplace.

Because of the evolving nature of pandemic influenza, up-to-date information should be sought from www.dhss.mo.gov/PandemicInfluenza or from other reliable sources referenced in this toolkit. Future revisions will be available on the web site.

Special thanks to the members of Missouri's Pandemic Influenza Continuity of Business, Government and Life Subcommittee for their contributions to this toolkit.

Contents

Introduction	1
1.0 Background	
1.1 What is an influenza pandemic	2
1.2 Effects of an influenza pandemic on businesses	3
1.3 What businesses can do to prepare now	4
1.4 Planning Assumptions	5
1.5 Phases of a pandemic	7
1.6 Pandemic Influenza Resources for Businesses	8
2. Planning (Inter-Pandemic Period, Phases 1 and 2)	
2.1 Business Continuity	9
2.2 Communications	10
2.3 Emergency Management	10
2.4 Facilities	11
2.5 Human Resources	11
2.6 Legal	13
2.7 Supply Chain	13
2.8 Physical Security	14
2.9 Technology Management	14
2.10 Travel	14
3. Initial Response (Pandemic Alert Period, Phases 3, 4 and 5)	
3.1 Business Continuity	15
3.2 Communications	16
3.3 Emergency Management	16
3.4 Facilities	16
3.5 Human Resources	16
3.6 Legal	17
3.7 Supply Chain	17
3.8 Physical Security	17
3.9 Technology Management	17
3.19 Travel	17
4. Full Response (Pandemic Period, Phase 6)	
4.1 Business Continuity	18
4.2 Communications	18
4.3 Emergency Management	18
4.4 Facilities	18
4.5 Human Resources	18
4.6 Legal	19

4.7 Supply Chain.....	19
4.8 Physical Security	19
4.9 Technology Management	19
4.10 Travel.....	20
5. Post-Pandemic Transition Period	
5.1 Business Continuity	21
5.2 Communications.....	21
5.3 Emergency Management.....	21
5.4 Facilities.....	22
5.5 Human Resources	22
5.6 Legal.....	22
5.7 Supply Chain.....	22
5.8 Physical Security	22
5.9 Technology Management	22
5.10 Travel.....	23
Annex A: Business Recovery Team and Other Essential Employees (form)	
Annex B: Essential Services/Functions Response Priority List (instructions, form and sample completed form)	
Annex C: Key Vendors/Suppliers/Business Partners (form)	
Annex D: Critical Customers (form)	

Introduction

In November 2005, the federal government released the **National Strategy for Pandemic Influenza**, a pandemic influenza preparedness and response plan. The document provides a national strategy to coordinate pandemic preparedness and response activities across federal agencies. The Plan identifies lead federal agencies for medical response (Department of Health and Human Services), veterinary response (Department of Agriculture), international activities (Department of State), and the overall domestic incident management and federal coordination (Department of Homeland Security). The **National Strategy for Pandemic Influenza** can be accessed at www.whitehouse.gov/homeland/pandemic-influenza.html.

Due to the nature of pandemics, state governments will play a very important role in response. The **Missouri Department of Health and Senior Services (DHSS) Pandemic Influenza Plan** was developed to provide an effective response to pandemic influenza in Missouri. The plan proposes to reduce the impact on public health (i.e., reduce illness and save lives) and maintain essential services while minimizing economic loss. The **DHSS Pandemic Influenza Plan** can be accessed at www.dhss.mo.gov/PandemicInfluenza/StatePlan.html.

A worldwide influenza pandemic could have a major effect on the global economy, including travel, trade, tourism, food consumption and eventually, investment and financial markets. Medical solutions to control an influenza pandemic may be limited. Public health officials will turn to the use of community control measures, such as hand-washing, proper cough and sneeze practices, school dismissals and limits on large community gatherings, to slow the spread and reduce the impact of disease. Businesses serve a key role in local communities and will be essential partners in ensuring that community control measures will be effective.

Planning for an influenza pandemic by business is essential to minimize a pandemic's impact. For government and business, there is an expectation from the public and from company employees that services will continue as usual and uninterrupted. When an influenza pandemic occurs, businesses will play a key role in protecting their employee's health and safety as well as mitigating the impact on their business. As with any emergency, a continuity plan needs to address how to maintain essential services/functions. Businesses will likely experience extremely high employee absenteeism rates, changes in patterns of commerce, and interrupted supply and delivery schedules. Businesses need to plan ahead to ensure they have the capacity to maintain service delivery during such an emergency.

This **Pandemic Influenza Business Planning Toolkit** was developed to help businesses think through critical issues related to pandemic influenza planning, create comprehensive plans to address these needs, and to provide a consistent approach for all those involved. This Toolkit provides the resources needed to develop a business continuity plan, and serves as a supplement to **Preparing for an Influenza Pandemic: A Guide to Planning for Business**. These two documents and other pandemic influenza resources for businesses can be accessed at www.dhss.mo.gov/PandemicInfluenza/Businesses.html.

If you have questions regarding this toolkit or business planning for an influenza pandemic, please contact Bryan Norman at the Missouri Department of Health and Senior Services (573-526-4780 or Bryan.Norman@dhss.mo.gov).

Background

1.1 What is an influenza pandemic

Severe influenza pandemics represent one of the greatest potential threats to the public's health. Pandemics are distinct from seasonal influenza epidemics that happen nearly every year and cause an average of 36,000 deaths annually in the United States. Seasonal influenza epidemics are caused by influenza viruses that circulate globally in humans. Over time, people develop some degree of immunity to these viruses, and vaccines are developed annually to protect people from serious illness.

Pandemic influenza refers to a worldwide outbreak of influenza when a new strain of the virus emerges that has the ability to infect humans and to spread easily from person-to-person. During the early phases of an influenza pandemic, people might not have any natural immunity to the new strain; so the disease would spread rapidly among the world's population. A vaccine to protect people against illness from a pandemic influenza virus may not be widely available until many months after an influenza pandemic begins.

Pandemics have occurred throughout history and many scientists believe that it is only a matter of time before another one occurs. Pandemics can vary in severity from something that seems simply like a bad flu season to an especially severe, worldwide influenza epidemic that could lead to high levels of illness, death, social disruption and economic loss. It is impossible to predict when the next pandemic will occur or whether it will be mild or severe.

Three influenza pandemics have occurred in the previous century alone-- Spanish (1918); Asian (1957); and Hong Kong (1968). The Spanish flu killed tens of millions of people around the world, including at least 500,000 people in the United States.

The impact of an influenza pandemic, or worldwide influenza epidemic, is difficult to predict and would depend on many factors. However, based on past experience, the effects of a pandemic could be severe and felt in almost every part of the world. About one-third of the population could fall sick, and many more people would have to stay home to take care of them.

For more information on pandemic influenza, go to the Department of Health and Senior Services website at www.dhss.mo.gov/PandemicInfluenza.

1.2 Effects of an influenza pandemic on businesses

There are several characteristics of an influenza pandemic that differentiate it from types of emergencies. Unlike other natural disasters or terrorist events, where any disruption to business service provision is likely to be infrastructure-related, disruption to business operations in the event of a pandemic is anticipated to be human- and material-oriented. A pandemic has the potential to cause illness in a very large number of people, overwhelm the health care system, and jeopardize services by causing high levels of absenteeism in the workforce. Basic services, such as health care, law enforcement, fire, emergency response, communications, transportation, and utilities could be disrupted during a pandemic. Finally, unlike many other emergency events, an influenza pandemic will be widespread, affecting multiple areas of the United States and other countries at the same time. A pandemic will also be an extended event, with multiple waves of outbreaks in the same geographic area; each outbreak could last several weeks. Waves of outbreaks may occur over a year or more. Businesses will likely experience:

- **Absenteeism** - It is projected that up to 30–40% of the workforce may be absent due to the effects of the pandemic influenza virus on individuals and families. Employees could be absent because they are sick; must care for sick family members or for children if schools or day care centers are closed; or are afraid to come to work.
- **Change in patterns of commerce** - During an influenza pandemic, consumer demand for items related to infection control is likely to increase dramatically, while consumer interest in other goods may decline. Consumers may also change the ways in which they shop as a result of the pandemic. Consumers may try to shop at off-peak hours to reduce contact with other people, show increased interest in home delivery services, or prefer other options, such as drive-through service, to reduce person-to-person contact.
- **Interrupted supply/delivery** - Shipments of items from those geographic areas severely affected by the pandemic may be delayed or cancelled.

1.3 What businesses can do to prepare now

To reduce the impact of an influenza pandemic on business operations, employees, customers, and the general public, it is important for businesses to begin continuity planning for a pandemic now. Lack of continuity planning can result in a cascade of failures as employers attempt to address challenges of a pandemic with insufficient resources and employees who might not be adequately trained in the jobs they will be asked to perform. Proper planning will allow employers to better protect their employees and prepare for changing patterns of commerce and potential disruptions in supplies or services.

Business objectives during a local pandemic influenza should be to:

- Reduce transmission of the pandemic virus strain among employees, customers/clients, and partners.
- Minimize illness among employees and customers/clients.
- Maintain mission-critical operations and services.
- Minimize social disruptions and the economic impact of a pandemic.

Employees and co-workers are a business' most valuable asset. Employees often know portions of the business better than the employer. Seek them out and involve them in the planning process. This will keep them engaged in the planning process. Involving employees early in the planning process will help keep them engaged and motivated, which can lead to a more effective emergency plan for your business. Employees will know and understand the plan as it is developed and will be able to share the planning message throughout the business. See [Annex A](#) for a sample form that can be used to record planning team members.

When planning for a pandemic, it is a good idea to identify one or more employees in the business to serve as Influenza Manager(s) who will be responsible for workplace health and safety. Some of the tasks of an "Influenza Manager(s)" include:

- Establishing or updating employee policies and procedures related to an influenza pandemic.
- Setting up a system to monitor employees who are ill or suspected to be ill in the event of a pandemic, including contacting employees who are unexpectedly absent from work—Has their physician been notified of their illness? Have "contact" issues been addressed? Is someone able to care for them?
- Setting up a process to facilitate/encourage the return of employees to work once they are better or at the end of a quarantine period; and
- Ensuring that the workplace has adequate supplies of tissues, medical and hand hygiene products, cleaning supplies, etc. for employees who become ill at work. It may be difficult to purchase such products once a pandemic begins.

It may be prudent to ensure access to a medical practitioner for assistance and advice in the event of a pandemic. Medical questions may also be answered through your local public health agency.

1.4 Planning Assumptions

To effectively plan for an influenza pandemic requires a knowledge of the threat, similar to planning for a fire, tornado, or terrorist event. The following assumptions should be used when developing a pandemic influenza business continuity plan:

- | | |
|-----------------------------------|---|
| Time Period | <ul style="list-style-type: none">• There may be less than six weeks of warning from the time the pandemic is announced before it reaches Missouri.• In an affected community, a pandemic outbreak could last several weeks. At least two pandemic disease waves are possible. |
| Impact | <ul style="list-style-type: none">• The influenza pandemic will be caused by a new strain of the flu virus, to which no one will have immunity.• Health professionals estimate that about 30% of the population will become ill. Among working adults, an average of 20% will become ill during a community outbreak. |
| Transmission | <ul style="list-style-type: none">• The influenza virus spreads easily person-to-person as infected people cough or sneeze in close contact with others. People infected with influenza can also leave the virus on objects they touch if they have flu germs on their hands.• People who become infected can spread the virus for one-half to one full day before showing signs of being sick. |
| Prevention & Treatment | <ul style="list-style-type: none">• Medical solutions (e.g., vaccine, anti-viral medications, hospital capacity) to control an influenza pandemic may be limited, especially at the beginning of the pandemic. However, these measures will be used to save lives and reduce illness as much as possible.• Infection control (e.g., proper hand-washing and cough and sneeze protection) strategies should be used to slow the spread of disease.• Social distancing strategies (e.g., postponing public gatherings) may be used to control the spread.• Ill employees should stay home, and employees caring for the ill should be aware that they are at high risk of contracting influenza. |
| Staffing | <ul style="list-style-type: none">• Employee absenteeism could reach as high as 30–40%.• Absenteeism will be the result of employees becoming ill, staying home to care for children or family members, or refusing to go to work.• Every person who becomes ill is likely to miss at least a few days to many weeks of work.• In a severe pandemic, a small percentage of employees may die. |

**Vendors of
Services/
Products**

- Critical goods and services provided by contractors, consultants and vendors may become disrupted. Verify they have a plan in place to keep the “pipeline filled.”
- As a supplier, how will service be provided to customers? Alternate plans are needed in case supply service stops.
- Aid resources from local, state, or federal agencies to support response efforts may be limited due to the statewide impact.

1.5 Phases of a Pandemic

The phases described below have been summarized from the World Health Organization global influenza preparedness plan published in 2005. It is important to understand that actual spread of the virus may or may not be described by these phases.

Inter-pandemic Period:

- Phase 1:** No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered low.
- Phase 2:** No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.

Pandemic Alert Period:

- Phase 3:** Human infection(s) with a new subtype, but no human-to-human spread, or at most, rare instances of spread to a close contact.
- Phase 4:** Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well-adapted to humans.
- Phase 5:** Large cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).

Pandemic Period:

- Phase 6:** Pandemic; increased and sustained transmission in general population.

NOTE: As of July 2007, the pandemic status of Missouri is Phase 3, based on the assumption that the virus will appear in the Far East and enter the United States and Missouri as a human disease spreading human-to-human. However, the possibility remains that the novel virus could emerge within the United States, even in Missouri, rather than internationally. This would precipitate a full-scale, emergency response by the Missouri Department of Health and Senior Services and associated local public health departments, the State Emergency Management Agency, the Missouri Department of Agriculture, federal public health and agricultural agencies, and impacted businesses. A copy of the **Missouri Department of Health and Senior Services Pandemic Influenza Plan** can be found at www.dhss.mo.gov/PandemicInfluenza/StatePlan.html.

1.6 Pandemic Influenza Resources for Businesses

Resources for Pandemic Influenza Business Continuity Planning

Missouri Department of Health and Senior Services

www.dhss.mo.gov/PandemicInfluenza/Businesses.html

www.dhss.mo.gov/Ready_in_3

U.S. Government Site on Pandemic Influenza

www.pandemicflu.gov/plan/workplaceplanning/

www.pandemicflu.gov/faq/workplace_questions/index.html

U.S. Department of Labor

Guidance for Preparing a Workplace for an Influenza Pandemic

www.osha.gov/Publications/influenza_pandemic.html

U.S. Department of Homeland Security

www.ready.gov/business/

University of Minnesota

10-Point Framework for Pandemic Influenza Business Preparedness

cidrapsource.com/register/do/framework

The New York Academy of Medicine

Redefining Readiness

www.redefiningreadiness.net

U.S. Chamber of Commerce

www.uschamber.com/issues/index/defense/pandemic_influenza.htm

Extension Disaster Education Network (EDEN)

Pandemic Preparedness for Business

www.eden.lsu.edu/LearningOps/Pandemic/default.aspx

Resources for Employee Education on Pandemic Influenza

Preparing for Pandemic Flu: A Community Guide

This Missouri Department of Health and Senior Services publication was developed to help Missouri families and individuals learn about and plan for pandemic flu. This free, 12-page booklet provides tips for creating family response plans and helpful lists for developing emergency supplies of food, water and other necessities. It also contains simple steps to help protect against the spread of flu, as well as an explanation of the differences between seasonal flu, avian flu and pandemic flu. Available in English, Spanish, Bosnian and Braille. To order copies of the Community Guide for your employees, go to www.dhss.mo.gov/PandemicInfluenza or call 573-751-6161.

Centers for Disease Control and Prevention

Stopping the Spread of Germs at Work

www.cdc.gov/germstopper/work.htm

American Red Cross

www.redcross.org/news/ds/panflu/

Planning

(Inter-Pandemic Period, Phases 1 and 2)

This period is the ideal time to start business continuity planning. The implications of pandemic influenza are diverse and significant. Businesses should develop plans and internal trigger points for their pandemic response actions based on the alert phase changes.

Identify a business continuity plan coordinator and/or team with defined roles and responsibilities for developing the continuity plan. A pandemic can affect many areas of business. Consider including key employees from the various business services/functions, such as accounting, payroll, shipping and receiving, marketing and sales, health and safety, security, and communications. When an emergency occurs, they'll be better able to help manage the business through the crisis. Get input from others including legal and labor representatives, customers/clients, and suppliers.

2.1 Business Continuity

Anticipate the following impacts on your business:

- An estimated 30-40% of employees may be absent from work.
- The number of customers may drop, especially for businesses in the service sector catering to the public.
- Electronic communications are likely to increase (e.g., phone calls, e-mails and Internet use). Communication systems and business call centers may be overloaded.

Develop formal protocols for implementing "Delegations of Authority." Businesses should plan for at least a two-deep leadership back-up system (primary with one back-up leader) where possible; a three-deep system is preferable.

Develop and implement formal processes for "Orders of Succession" for all essential employees.

Identify "essential" services/functions the business requires to sustain its own operations and survive as an economic entity. See [Annex B](#) for instructions and a sample form to assist with this process.

The businesses continuity plan should address how the business will:

- Operate with minimal face-to-face contact between employees, between employees and customers, and with suppliers.
- Operate effectively if key employees are absent from work.
- Operate if supply chains are disrupted.
- Decide how/when to activate alternate suppliers and how/when to activate alternate delivery means to customers.

Coordinate your business continuity plan with suppliers and customers.

2.2 Communications

The communications process can make or break a business' reputation. Public relations will influence how existing and potential customers, suppliers and all other stakeholders will react to the incident.

- Nominate a business spokesperson, and ensure that all employees know who it is. For resilience, make sure more than one employee is nominated and that they have some training in media handling.
- Make certain that information released is the same from all sources. If emergency services are involved, coordinate information with them.
- Consider hiring a public relations consultant to handle business specific communications and to coordinate with local public health and emergency response agencies.
- It is essential to keep employees well informed about progress, especially if all employees cannot remain on-site during recovery.
- Be sensitive in communicating the continuity plan; phrases like "essential employees" or "vital departments" can be misinterpreted to mean that some of your employees are not as important as others.
- Place advertisements in local or national papers as needed.

Effective, consistent, and timely risk communication is essential to inform and assure internal and external stakeholders during a disaster. Coordinate and support risk communications and information sharing initiatives for pandemic surveillance and detection within the business, across the supply chain, across all interdependent sectors, and with all appropriate government partners.

Assess and prioritize the business' normal and emergency communications protocols, processes and capabilities for rapid information sharing with all relevant stakeholders. Meet with all internal and external stakeholder groups to identify concerns and support needs. Where practical, pre-package risk communications message options for employees. Coordinate with local public health and emergency response agencies on appropriate message and information sharing initiatives.

Develop internal and external information sharing processes and protocols tailored for each audience group.

- Plan for minimal face-to-face contact with suppliers and customers (e.g., tele- or video-conferences).
- Create general awareness of flu and preventive measures among employees. Consider various communications channels such as briefings, newsletters, Intranet or e-mail.
- Provide sources of flu information, such as Missouri Department of Health and Senior Services web site (www.dhss.mo.gov/PandemicInfluenza).
- Develop an external communications plan for various alert levels aimed at customers, suppliers and shareholders.

2.3 Emergency Management

Federal prioritization schemes for vaccines, antivirals, and other medical countermeasures will be based on functional categories or occupational types. The business will need to identify and prioritize their specific essential employees

within these federal categories and types. The Department of Homeland Security Pandemic Influenza Guide for critical infrastructure and key resources is available at:

www.pandemicflu.gov/plan/pdf/CIKRpandemicInfluenzaGuide.pdf.

- Prioritize the business' essential functions, employees, and material needs for initial distribution of limited medical resources and for federal, state, and local support.
- Prioritize employees for receipt of company purchased vaccines and antiviral medications as well as other types of medical countermeasures and personal protective equipment.
- Identify and prioritize essential functions and equipment requiring municipal infrastructure support (e.g., water, electricity, gas, etc.), essential supplies, and/or dedicated security support.

The business cannot stand alone; during a pandemic the business and the community will need to work closely as a supporting team to ensure success.

- Collaborate with state, regional, local, and tribal public health departments, emergency response, and municipal infrastructure managers to ensure they identify your business as an essential supplier of functions, goods, and services.
- Coordinate potential support requirements in advance, such as health care, municipal infrastructure, movement, and security.
- Identify the assets and services your business could offer to the community.

2.4 Facilities

Assure access to business facilities can be controlled.

2.5 Human Resources

When planning for a pandemic, identify one or more employees in the business who can serve as Influenza Manager(s) and be responsible for workplace health and safety. Tasks they may perform include:

- Establish or update employee policies and procedures related to an influenza pandemic.
- Set up a system to monitor employees who are ill or suspected to be ill in the event of a pandemic, including contacting employees who are unexpectedly absent from work—has their physician been notified of their illness? Have "contact" issues been addressed? Is someone able to care for them?
- Set up a process to facilitate/encourage the return of employees to work once they are better or at the end of an isolation period.
- Ensure that the workplace has adequate supplies of tissues, medical and hand hygiene products, cleaning supplies, etc. for employees who become ill at work. It may be difficult to purchase such products once a pandemic begins.

Establish or update employee policies on:

- Flexible work schedule.
- Telecommuting.
- Overseas travel (e.g., avoid non-critical travel to flu-affected areas).

- Absenteeism and extended medical leave (e.g., employee compensation).
- Recall of employees based in affected areas.
- Voluntary quarantine/isolation.

Sustain Essential Employees

- Assess and propose pandemic response policies and actions to initially protect and sustain all employees, their family members, customers, clients, and the public, and then more specifically for the business' essential employees.
- Ensure availability of medical consultation and advice for potentially ill employees and their families and for emergency response.
- Encourage and track annual influenza vaccination for employees.
- Train new reserve employees and appropriate employee family members.
- Establish flexible worksite (e.g., telecommuting) and work time policies.
- Establish policies to limit influenza spread at the worksite.
- Establish infection control policies (e.g., immediate mandatory sick leave) for sick employees, and reassign employees who are at high risk to develop influenza-related complications.
- Establish policies restricting travel to affected domestic and international areas, evacuating employees working in or near affected areas, and providing guidance to employees returning from affected areas. (Refer to Centers for Disease Control and Prevention travel recommendations at www.pandemicflu.gov/travel.)
- Exercise and test policies and procedures.
- Train managers and educate employees on policies and procedures.
- Identify and assess issues for supporting employees' family care when possible and with appropriate privacy protections. Under such extreme conditions, an employee's family becomes an essential supporting or risk element for the employee and the business. Better understanding the particular needs of employees' families allows for focused actions in developing and implementing a business "family care plan."
- Develop pandemic education and information sharing processes targeted for employees' families. Integrate protocols and technologies into emergency communications.
- Ensure sensitivity to employee privacy on any information gathered.
- Identify essential employees who are dual-income working parents or single, head of household parents.
- Assess the number of employees with school-age children or other dependents at home.
- Review the number of employees and their families who rely solely on public transportation.
- Consider availability of social and community services support.
- Plan for grief counseling and psychiatric care.
- Account for language issues and barriers.
- Identify other special family support needs.
- Consider essential actions to ensure your workforce and their families' protection and assure them of plans for their medical support. Collaborate with insurers, health plans, and health care facilities. Share pandemic plans and integrate plan with theirs.

2.6 Legal

Review labor contracts for work schedule, cross training, and ill employees.

2.7 Supply Chain

- Inform external parties of restrictions on visits to the business' premises.
- Identify customers, suppliers and shareholders who are likely to be affected by the pandemic (e.g., due to border closures or travel restrictions).
- Identify alternate suppliers of key services, components and/or goods.
- Identify and prioritize critical interdependencies along the entire supply chain, especially noting part-time and outsourced contract support, and other second and third order relationships.
- Review all in-house supply requirements. Meet with suppliers to identify the supply chain through each level of supply and delivery. Meet with inbound distributors and transporters. Examine all second and third tier relationships and other contract arrangements.

Explore and assess the business' outbound supply chain

Assess interdependencies for essential functions, goods, and services that the business provides along the supply chain. Take special note of part-time and temporary support, outsourced contract support, and other important second and third order relationships.

Review all in-house products and services distribution requirements. Meet with outbound retailers, distributors, and transporters to examine issues with delivering products and supply chain, encourage partners to work on their own plan.

Examine national, regional, and local supply chain interdependencies and impacts

Assess and prioritize impacts from potential disruptions to national, regional, and local supply chains. Assess the business' supply chain for potential impacts from movement disruptions. Prioritize operational impacts.

Investigate international interdependencies and impacts

Assess and prioritize impacts from disruptions in business travel and material movement for international employees/offices/plants/affiliates and across supply chains. Assess implications for the business' international employees/offices/affiliates. Assess supply chain requirements involving international suppliers. Prioritize all impacts by effects on the business' essential, critical, and normal operations.

Evaluate Interdependencies

Map and model the network of essential intra- and inter-sector, cross-border, and cross-jurisdictional interdependencies between the business and its supply chain and all government partners. Identify the network of supporting interdependencies. Model these interdependencies to uncover any critical cross dependencies.

Consider Supporting Actions

Examine all second- and third-tier relationships and other contract arrangements.

2.8 Physical Security

Review building access procedures and identify critical equipment locations.

2.9 Technology Management

It is imperative to keep inventory lists of software and hardware, as well as suppliers so that you can replace equipment immediately if needed. Customize inventory lists according to your needs. It is worth checking in advance if your insurance covers the replacement of damaged items immediately, or whether you need the insurance company's consent.

Desk Top Support

- Prepare telecommunications access for employees working from home/off-site (e.g., telephones, fax machines, servers, laptops, etc.).
- Plan for increased use of telecommunication systems and call-centers.

Telecommunications

- Provide for appropriate information technology, support, and protocols to ensure effective and efficient information sharing and risk communications consistent with the business' pandemic preparedness, response, and recovery needs.
- Establish tailored business emergency communications and information protocols that address differing requirements across all pandemic phases.
- Identify and assess current and available communication technologies in the business, in the community, and from federal/state government.
- Develop a plan for enhancing, procuring, leasing, or sharing necessary communications technologies.
- Establish emergency and information sharing communication protocols for different technologies.
- Ensure sufficient redundancies in technologies are available and planned.

2.10 Travel

At this planning stage, travel is open unless to an area that has announced having an influenza outbreak. Planning should include a recovery strategy (i.e., how to get employees back into the country or state).

Initial Response

(Pandemic Alert Period, Phases 3, 4 and 5)

This pandemic alert period involves human infection with a new subtype of influenza with no or little spread to close contacts; small clusters with limited localized spread to close contacts; or large clusters of localized spread to close contacts. These circumstances alert businesses to start implementation of continuity plan strategies.

3.1 Business Continuity

- Identify critical functions that may be affected due to absence of employees (e.g., production, sales, etc.).
- Plan for an absenteeism rate of up to 30-40%; consider cross-training of employees in critical functions.
- Identify functions that can be done off-site or from home.
- Develop screening and isolation procedures for visitors and employees.
- Update contact information of key suppliers and customers. See [Annex C](#) and [Annex D](#) for sample forms that can be used to record this information.
- Identify customers, suppliers and shareholders who are likely to be affected by the pandemic (e.g., due to border closures or travel restrictions).
- Identify alternate suppliers of key services, components and/or goods.
- Develop a plan on:
 - how/when to activate alternate suppliers
 - how/when to activate alternate delivery means to customers.
- Coordinate business continuity plan with suppliers and customers.
- Pre-qualify alternative suppliers from unaffected areas. If no alternative supplier is available, increase inventory levels.
- Activate processes and systems to support remote access for employees to interact with customers and suppliers.

Once the plan has been developed, it has to be subjected to rigorous testing. You will never know if you have omitted something if you don't test your plan. The testing process should be carried out in an environment that reproduces authentic conditions.

Although it might not be practical to change premises for a few days, it might be a good idea to test operating at other premises with key employees for a few hours. This is a practical investment in your business' survival. Should an actual incident occur, you will be better prepared to cope with it.

It is vital to test the plan with all the appointed business continuity team members to make sure each has read the plan and is fully aware of their particular responsibilities. By training your team in the details of the plan, they will be much more efficient at implementing it should the need arise, and they may have useful feedback about their area of expertise.

It is important to revise your plan regularly, to reflect employee turnover and updates in technology, for example. Assign the duty of updating the plan to an employee and make sure it is regarded as an important regular activity.

Phase 4-5

- Inform external parties of restrictions on visits to business premises.
- Update relevant customers/suppliers/shareholders if some employees have been isolated due to exposure or illness. This will help ensure confidence in the continuity of your business.
- Inform suppliers and customers of alternative procedures for pickup/deliveries.
- Activate alternative delivery arrangements with suppliers and customers.
- Explore partnership agreements with fellow business partners for reciprocal shipments of finished goods to customers.

3.2 Communications

- Create general awareness of flu and preventive measures among employees. Consider various communications channels such as briefings, newsletters, Intranet or e-mail.
- Inform external parties of restrictions on visits to business premises.
- Inform suppliers and customers of alternative procedures for pickup/deliveries.

Phase 4-5

- Share sources of flu information, such as website of the Department of Health and Senior Services (www.dhss.mo.gov/PandemicInfluenza/).
- Develop an external communications plan for various alert levels aimed at customers, suppliers and shareholders.
- Update employees and stakeholders regularly of actions taken to instill confidence.
- Have non-critical employees work from home.
- Activate local housing arrangements for foreign employees temporarily relocated here.
- Activate succession plan if necessary.
- Make arrangements for counseling support.

3.3 Emergency Management

Activate internal emergency operations center or use incident command center model.

3.4 Facilities

Phase 4-5

- Clean and disinfect common areas more frequently, including the air-conditioning system.
- Activate agreements with cleaning/decontamination contractors.

3.5 Human Resources

Update employee policies on:

- Overseas travel (e.g., avoid non-critical travel to flu-affected areas).
- Absenteeism and extended medical leave (e.g., employee compensation).
- Recall of employees based in affected areas.

Phase 4-5

- Implement all policies.

3.6 Legal

- Implement contracts with alternate suppliers.
- Work with Human Resources on personnel issues.

3.7 Supply Chain

- Inform external parties of restrictions on visits to business facilities.
- Update relevant customers/suppliers/shareholders if some employees have been isolated. This will help ensure confidence in the continuity of the business.
- Inform suppliers and customers of alternative procedures for pickups/deliveries.

Phase 4-5

Activate partnership agreements for reciprocal shipments of finished goods to customers.

3.8 Physical Security

Develop process with Human Resources to update employer access list.

3.9 Technology Management

Monitor use levels to identify alternative access and increased capacity.

Desk Top Support

Verify technical support can handle increased telecommunications and provide additional employees as needed.

Telecommunications

- Prepare telecommunications access for employees working from home/off-site (e.g., telephones, fax machines, servers, laptops, etc.).
- Plan for increased use of telecommunication systems and call-centers.
- Plan for minimal face-to-face contact with suppliers and customers (e.g., tele- or video-conferences).

3.10 Travel

- Limit travel.
- Account for all employees in travel status (e.g., work, vacation).
- Determine effect of international/national quarantine policy on traveling employees.

Full Response

(Pandemic Period, Phase 6)

In this pandemic period or phase, there is an increased and sustained transmission in the human population. Final preparations and response must be implemented at this time as characteristics of the influenza are identified. Better definitions of risk group, vaccine makeup, and distribution may change. There needs to be flexibility in any response as new information is received.

4.1 Business Continuity

Develop policies for financially assisting furloughed employees.

4.2 Communications

- Re-affirm contacts and planned actions with public and media relation points of contact.
- Assess pre-planned message and adjust for changing conditions.
- Monitor and forecast potential public and media relation issues.
- Address rumors and misinformation quickly.
- Keep all internal and external stakeholders informed in a timely manner.

4.3 Emergency Management

- Re-test all internal and external business emergency, risk, and information sharing communication systems and protocols.
- Re-test all community-based emergency and information sharing communication systems.
- Ensure and re-test options for workaround opportunities when primary communication systems fail.
- Conduct business using teleconferences, conference calls, or other means.

4.4 Facilities

The Centers for Disease Control and Prevention recommend cleaning worksite surfaces with soap and water or a detergent/disinfectant, depending on the nature of the surface and the type and degree of contamination. Clean surfaces touched with hands, at least daily.

4.5 Human Resources

- Implement a formal employee and workplace protection strategy for assessing employee conformance and workplace cleanliness.
- Monitor employee and their family social and psychological concerns.
- Create alliances with community-based, government and nongovernmental organizations with expertise in providing psychosocial support services. Visit www.hhs.gov/pandemicflu/plan/sup11.html for updated information.

- Implement relevant social distancing policies, including furloughing non-essential employees and employing “snow days.”
- Promote hand hygiene and cough etiquette in workplace.
- Modify office and plant layouts and workstation arrangements with barriers and distance where possible.
- Set up pick-up or delivery systems where clients and customers can pre-order and/or request information via telephone/e-mail/fax.
- Provide sufficient and accessible infection control supplies. These include wash disinfectants and tissues.
- Evaluate employee access to and availability of health care services during a pandemic.
- Implement personal social distancing strategies: where practical maintain three feet separation between employees.
- Stagger work time where practical.
- Avoid crowded places and heavily populated gatherings.
- Avoid face-to-face meetings—use teleconferences, videoconferences, and the Internet to conduct business.
- Avoid public transportation or avoid rush hour crowding on public transportation.
- Avoid workplace cafeterias and introduce staggered lunch times.
- Avoid congregating in break rooms.
- Avoid face-to-face meetings with people. If unavoidable, minimize the meeting time, choose a large room, and sit at least one yard away from each other.

4.6 Legal

- Avoid face-to-face meetings.
- Monitor communications to the press and public.
- Assure continued legal review of employees and contracts.

4.7 Supply Chain

- Assess the supply chain and all supporting businesses to ensure essential functions are sustained.
- Coordinate with supporting businesses to ensure no previously “unknown” challenge has arisen.
- Monitor international, national, state, and local information channels for new impacts and implications.

4.8 Physical Security

Assure security has current listing of authorized employees. Verify update access daily.

4.9 Technology Management

Track network and electronic data processing system demands. Verify access to increased bandwidth.

Desk Top Support

Verify telecommuters have correct hardware/software.

Telecommunications

Conduct business using teleconferences, conference calls or other means.

4.10 Travel

- Establish policies for restricting travel to affected geographic areas, evacuating employees working in or near affected areas, and providing guidance for employees returning from affected areas. (Refer to the Centers for Disease Control and Prevention's travel recommendations at www.pandemicflu.gov/travel.) Organizations should anticipate how such measures might further substantially aggravate employee shortages.
- Monitor employee travel plans.
- Monitor United States government health and travel websites (www.pandemicflu.gov/travel and www.state.gov/travel).
- Cancel trips based on government issued travel advisories.

POST-PANDEMIC TRANSITION PERIOD

While many will be sick, most will recover and eventually be ready to return to work. Even in the 1918 influenza pandemic, 98 out of 100 persons survived. Businesses should assess the impact, adjust and implement any changes in the business continuity plan to be prepared for any additional pandemic waves to arrive.

5.1 Business Continuity

- Assess all physical, economic and social impacts.
- Adjust recovery actions based upon actual impacts and circumstances.
- Assess costs to prepare for next wave.
- Implement all planned and adjusted recovery actions to restore the business to full, normal operations.

The business community as a whole should assist to mitigate the impacts of competition and recovery on smaller businesses. Managing this competition through focused government interventions and/or business cooperation may prove vital to a national economic recovery.

5.2 Communications

- Communicate with customers, suppliers and government recovery teams on potential challenges resulting from delayed plant restarts.
- Ensure communications and information-sharing channels remain open with all external stakeholders.
- Provide continuous updates concerning business recovery and preparedness efforts for the next pandemic wave.
- Share all information in an honest, consistent and timely manner.
- Re-affirm contacts and planned actions with public and media points of contact.
- Assess pre-planned messages and adjust as necessary.
- Monitor and forecast potential public/media relations issues.
- Address any rumors and misinformation quickly.
- Keep all internal and external stakeholders informed in a timely, consistent manner.

5.3 Emergency Management

- Monitor international and national health information sources for any updates on next pandemic waves.
- Balance recovery actions with essential preparedness for next wave actions.
- Re-affirm contacts and planned actions with government and community emergency management personnel.
- Track the availability of government direct and indirect recovery support.
- Assess and project potential support needs to inform and coordinate with government and community teams.
- Implement the business recovery plan and prepare plan for next wave.
- Monitor recovery continuously and take necessary action.

- Adjust actions to restore essential functions and ensure success for the next pandemic wave.

5.4 Facilities

- Verify adequate employees in facility to maintain HVAC and other environmental controls and coordinate maintenance of essential equipment.
- Check maintenance schedules to assure delayed items are handled first.

5.5 Human Resources

- Develop an employee retention plan for skilled employees who may take advantage of higher demand and compensation elsewhere.
- Plan for an increase in single-parent families and orphans.
- Plan for long-term psychological trauma potentially caused by widespread fear and grief.
- Develop internal programs to assist employees and their families with financial concerns if possible.
- Assess actual impacts on the business' employees and their families.
- Assist employees to access available business and government worker recovery support programs.

5.6 Legal

- Assess impacts on insurance companies and self-insuring businesses.
- Mitigate impacts on the business from potential failures in supporting insurance.

5.7 Supply Chain

- Assess shortage impacts on the business.
- Forecast costs and time to recover.
- Implement options and actions to correct shortages.
- Monitor international recovery operations and assess impacts from any delays.
- Mitigate delays in international supply chain recovery.

5.8 Physical Security

Review physical security procedures. Update and then return to pre-pandemic level.

5.9 Technology Management

- Conduct after-action review.
- Assess capacity throughout and address security issues.
- Return to pre-pandemic level.

Desk Top Support

Review past actions, assure employees have recovered, and return to maintenance levels.

Telecommunications

- Assure capacity is maintained.
- Review contracts for pagers, cell phones, etc. to assure continued service.

5.10 Travel

- Institute pre-pandemic travel.
- Maintain review of web sites for possible second wave.
- Assure those who have had influenza or a vaccination are immunized against current strain.

Business Recovery Team and Other Essential Employees

Full Name	Position	Phone Numbers (work, home, cell)	Service Supported	Alternate Contact	Phone Numbers (work, home, cell)
	Incident Manager and Chairperson	(W) (H) (C)			(W) (H) (C)
	Alternate Incident Manager	(W) (H) (C)			(W) (H) (C)
		(W) (H) (C)			(W) (H) (C)
		(W) (H) (C)			(W) (H) (C)
		(W) (H) (C)			(W) (H) (C)
		(W) (H) (C)			(W) (H) (C)
		(W) (H) (C)			(W) (H) (C)
		(W) (H) (C)			(W) (H) (C)

This form is available in Microsoft Word format at <http://www.dhss.mo.gov/PandemicInfluenza/BusToolkitAnnexA.doc>.

Essential Services/Functions Response Priority List

The following instructions and form are provided to help develop a listing of "essential" services/functions. A completed sample form is also provided.

1. Identify all services/functions within each program/division/business area and list them in the column titled, "Service/Function." It might be helpful to attach to the form a detailed description of each service/function.
2. Discuss the key services/functions that must be continued or could be shut down when several employees are absent, then prioritize services/functions by completing the column titled, "Priority" using the following codes:
 - A = Services/functions that must be maintained throughout employee shortages.
 - B = Services/functions that can be discontinued for a short period of time, such as four weeks.
 - C = Services/functions that can be discontinued during the entire influenza pandemic.
3. Redo the services/functions listing, this time grouping by priority starting with A, then B, and then C.
4. Identify and describe the type of employees needed to deliver each service/function (e.g., electricians, certified accountants, or information technologists). Fill in the additional columns as required if more than one group of employees are involved in the delivery of the essential service/function.
5. Record the number of employees currently assigned to each service/function in the column titled, "Current No. of Employees."
6. Calculate the number of employees remaining in the event of a 40% employee absenteeism rate and record the number in the column titled, "No. Employees Remaining with 40% Absenteeism."
7. Consider how the needs of customers may change and identify whether the service/function could be expected to experience a surge in demand during a pandemic with a "yes" or "no" in the column titled, "Surge Increase Potential." If some services/functions may experience a decrease in demand during a pandemic, consider ways to redirect those assets to areas that will experience an increase in demand.
8. Indicate whether there is a potential to have the service/function performed by assistance from another sector with a "yes" or "no" in the column titled, "Private Sector Assistance." This assistance can include volunteers, retirees, or private sector agencies. If yes, list possibilities.
9. Indicate whether the service/function can be performed by employees from home with a "yes" or "no" in the column titled, "Work Performed at Home."
10. This listing should be used to develop a continuity plan for responding to employee shortfalls or surge demands in each essential service/function.

Essential Services/Functions Response Priority List

[illegible]

This form is available in Microsoft Word format at <http://www.dhss.mo.gov/PandemicInfluenza/BusToolkitAnnexB.doc>.

Essential Services/Functions Staffing Allocations Template (sample)

Priority (A, B, C)	Service/Function	Current No. of Employees	No. Employees Remaining with 40% Absenteeism	Surge Increase Potential (Yes/No)	Private Sector Assistance (Yes/No)	Work Performed at Home (Yes/No)
A	Accounts Receivable	5	2	No	No	Yes
A	Personnel Service	4	1	Yes	No	No
A	Customer Service	3	1	Yes	No	No
A	Sales	3	1	Yes	No	Yes
A	Switchboard	1	0	Yes	Yes	No
B	Transportation	6	2	No	Yes	No
B	Materials Tracking	3	1	Yes	No	Yes
C	Training	1	0	No	No	No

Key Vendors/Suppliers/Business Partners

Company Name	Contacts Primary Alternate	Position	Phone Numbers (work, fax, home, cell)	E-mail Address	Comments
			(W) (F) (H) (C)		
			(W) (F) (H) (C)		
			(W) (F) (H) (C)		
			(W) (F) (H) (C)		
			(W) (F) (H) (C)		
			(W) (F) (H) (C)		

This form is available in Microsoft Word format at <http://www.dhss.mo.gov/PandemicInfluenza/BusToolkitAnnexC.doc>.

Critical Customers

Company Name	Employee or Group to Contact	Phone Numbers (work, fax, home, cell)	E-mail Address	Comments
		(W) (F) (H) (C)		
		(W) (F) (H) (C)		
		(W) (F) (H) (C)		
		(W) (F) (H) (C)		
		(W) (F) (H) (C)		
		(W) (F) (H) (C)		

This form is available in Microsoft Word format at <http://www.dhss.mo.gov/PandemicInfluenza/BusToolkitAnnexD.doc>.