Implementing a “Continuity of Operations Plan Essential (COP-E)” for Pandemic Influenza

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OVERVIEW

- Pandemic Preparedness
- Government/ Business Preparations
- Network of Preparedness
- CI / KR Guide and COP-E
Reports on Pandemic Influenza...?

“Just Another Government Scare”

“truth”

we don’t know

“We’re All Going to Die”

“By failing to plan, you are planning to fail” - Ben Franklin

“If a pandemic hits our shores, it will affect almost every sector of our society, not just health care, but transportation systems, workplaces, schools, public safety and more. It will require a coordinated government-wide response, including federal, state and local governments, and it will require the private sector and all of us as individuals to be ready.”

HHS Secretary Michael Leavitt
Private Sector Planning...

The New York Times
Is Business Ready for a Flu Pandemic?
Published: March 16, 2006
ROME - Governments worldwide have spent billions planning for a potential influenza pandemic: buying medicines, running disaster drills, developing strategies for tighter border controls. But one piece of the plan may be missing: the ability of corporations to continue to provide vital services.

InfoWorld
April 17, 2006
What happened? H5N1. The deadly new strain of influenza isn't just fodder for epidemiologists -- it's a serious threat to enterprises and to the entire global economy, according to a recent avian flu "business disruption simulation" conducted by MIT's Center for Transportation and Logistics (CTL).

Business Plan for a Pandemic?
Most Firms Haven't Prepared for Possibility Of a Global Outbreak
Tuesday, May 2, 2006; Page D01
More than half of U.S. companies think there will be a global flu epidemic in the next two years. Two-thirds think it will seriously disrupt their operations as well as foment social unrest. But two-thirds also say they aren't prepared. One-third of executives surveyed say nobody in their organization has been appointed to plan for a pandemic; another one-quarter couldn't or wouldn't answer the question.

Influenza Pandemic Simulation Reveals Challenges in Delivering Essential Services During Widespread Outbreak
NEW YORK, April 27, 2006 - A simulated influenza pandemic conducted by the World Economic Forum and Booz Allen Hamilton found that a widespread outbreak of avian flu would severely challenge governments ...
Federal Government
Roles & Responsibilities

National Strategy for Pandemic Influenza

• stopping, slowing or otherwise limiting the spread of a pandemic to the United States;
• limiting the domestic spread of a pandemic, and mitigating disease, suffering and death; and
• sustaining infrastructure and mitigating impact to the economy and the functioning of society.
Pandemic Preparedness and Response

Equal Parts…

Healthcare & Public Health (HHS)
- Protect
- Prepare
- Respond
- Recover

Critical/ Essential Infrastructure (DHS)
- Prepare
- Respond
- Sustain
- Recover
Federal/State Government Roles & Responsibilities

Preparing for an Influenza Pandemic, examples...

Communications & Coordination

Planning & Preparedness

Available Checklists:
- State and Local
- Individuals and Families
- Business
- Schools (K-12)
- Faith-based and Community Organizations
- Medical Offices and Clinics
- Home Health Services

Upcoming Checklists:
- Emergency Medical Services
- Preschool
- Colleges and Universities
- Long Term Care
- Travel Industry
- Transportation

Surveillance, Detection & Containment

Stockpiles

Funding

Pandemic Influenza Plan Funding
2005 Appropriations: HHS Allocation ($3.3B)
(Dollars in Millions)

- Vaccines: $731
- Antivirals: $87.2
- State & Local Preparedness: $300
- Medical Supplies: $112
- Other: $16.2
- International Activities*: $28
- Risk Communications: $125

Additional Funds: $21.5

*Includes: Mass Vaccination, Hospital Preparedness, Public Health, Biopreparations, and Influenza Treatment and Interventions

Build A Pandemic Network of Preparedness

**LOCAL**
- Healthcare
  - Hospitals
  - Clinics
  - Blood Storage
  - Laboratories
- Business
  - Manufacturing
  - Wholesale
  - Retail
  - Service
  - Transportation
  - Telecom
  - Media
- Community
  - Public Health
  - EMS
  - Water
  - Electrical
  - Sewerage
- Government
  - President
  - Cabinet
  - GCC
  - Red Cross
  - Citizen Corp
- Business
  - Trade Associations
  - Media
- Healthcare
  - VA-med
  - DOD-med
- State/Regional
  - First Responders
  - Governor
  - National Guard
  - State Agencies
  - EOC
  - SC
- Federal/National
  - President
  - HHS
  - MMRS
  - VA-med
  - DOD-med
  - SCC

**Network of Preparedness**
- Build a network connecting local, state/regional, and federal/national levels.
- Collaborate with key stakeholders including healthcare providers, businesses, and government entities.
- Ensure preparedness for public health emergencies, including pandemics.
- Engage with NGOs, business associations, and media for information dissemination.
- Utilize telecommunications and transportation networks for quick response and coordination.
Influenza Pandemic Context

Key Health Planning Assumptions, how will these affect businesses?

• **Vaccines:** No medical “silver bullet”, vaccines and antiviral drugs will be unavailable or not in sufficient quantities to treat most workers for at least the first wave.

• **Absenteeism:** Dramatic worker absenteeism at all levels (30-50%), from top management through front-line worker (e.g. illness, ill family member care, death, child care due to school closings, and worried well).

• **Scope:** Near-simultaneous outbreaks will rapidly sweep across the nation involving both urban and rural populations.

• **Duration:** 6-8 weeks per wave per community, with multiple waves at 3-6 month intervals over a period of 12-18 months or more.
Pandemic Planning Context

Pandemic Disease Containment Strategies, what might these imply for businesses?

- Isolation and Quarantine
- Closing Schools
- Closing Places of Assembly
- Social Distancing: work, home and public
- Restricted Movement
# Influenza Pandemic Context

Dept of Health and Human Services’
U.S. Estimates based on previous Pandemics

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Moderate (1958/68-like)</th>
<th>Severe (1918-like)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illness</td>
<td>90 million (~30 percent)</td>
<td>90 million (~30 percent)</td>
</tr>
<tr>
<td>Outpatient medical care</td>
<td>45 million (~50 percent)</td>
<td>45 million (~50 percent)</td>
</tr>
<tr>
<td>Hospitalization</td>
<td>865,000</td>
<td>9,900,000</td>
</tr>
<tr>
<td>ICU care</td>
<td>128,750</td>
<td>1,485,000</td>
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<tr>
<td>Mechanical ventilation</td>
<td>64,875</td>
<td>742,500</td>
</tr>
<tr>
<td>Deaths</td>
<td>209,000</td>
<td>1,903,000</td>
</tr>
</tbody>
</table>

[www.pandemicflu.gov/plan/pandplan.html](http://www.pandemicflu.gov/plan/pandplan.html)
Business Continuity in a Pandemic Age
Continuity of Operations Plan-Essential (COP-E)
Supporting Businesses to Refine their Existing Plans to Account for a Catastrophic Disaster

Extending the Business Disaster Planning Continuum

Continuity of Operations Plan-Essential (COP-E)
Continuity of Operations Plan (COOP)
Basic Contingency Plans

Increasing Impacts on CI/KR and National Economy and Social Stability

- Pandemic Influenza, Massive Bio, Chemical or Radiological Event, Cat 5 Hurricane, 8/0 Earthquake
- Major Hurricane, Earthquake or Flood, Localized Terrorist Conventional or Bio-attack
- Localized power outage, Plant fire, IT failure
Private Sector Business Roles

Integrating Strategies for Pandemic Preparedness
You need the right ingredients for the recipe to work...

Business

Plan

Prepare

Respond

Recover

Prepare

Next Wave

Commitment

Objectives

Investment Resources

Flexible

Nimble

Time

Resources

Objectives

Trained People

Next Wave

Prepare

Plan

Recover

Respond

Business

Integrating Strategies for Pandemic Preparedness
You need the right ingredients for the recipe to work...
Pandemic Influenza

*Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources*

- Government cannot go it alone. The Private Sector has a key role to play in pandemic preparedness, response, and recovery.

- With this Guide, DHS supports protecting the nation’s Critical Infrastructure, economic security and social stability from a pandemic.

- The extreme scale and scope of a pandemic necessitate dedicated effort and investment beyond typical business continuity planning.

- While the timing and severity remain unknown, a severe worst-case pandemic could have tremendous operational and economic implications, including:
  - 40 Percent or More of Workforce Out Sick
  - Supply and Delivery Chains Disrupted
  - Travel Delayed or Halted; Events Canceled
  - Healthcare System Overwhelmed
  - Essential Services Interrupted
A Guide to “COP-E”
Continuity of Operations Plan- Essential

The Pandemic Guide for CI / KR and COP-E Plan introduces a strategic framework to extend and refine business continuity planning based on severe pandemic-specific impacts. The COP-E process:

- defines “Essential” functions, operations and people;
- integrates Business and Health-related Assumptions;
- outlines the government’s proposed disease mitigation strategies, and the potential impacts for businesses;
- offers specific actions businesses can take to prepare for, respond to, and recover from a pandemic outbreak; and
- presents useful COP-E scenarios as planning tools for private sector critical infrastructure partners— Small businesses and Fortune 500 companies, alike —to tailor continuity planning to their specific needs.
COP-E Phase One: Planning

Below are examples of major actions and issues that businesses should integrate during the Planning Phase:

- **Essential**: Define essential functions, goods, and services under conditions of dramatically worsening conditions and reduced options for the business, community, and nation.

- **Workers**: All employees are susceptible, businesses must ensure the 60 percent who are well can sustain essential functions, goods and services.

- **Duration**: A 6-8 week pandemic wave increases stresses on systems and people requiring focused planning on situational awareness and support.

- **Dispersion and Support**: Rapid geographic dispersion precludes transferring support to or from impacted areas.

- **Families**: Keeping essential workers on the job will be substantially dependent on whether their families are protected and supported.

- **Adaptive Use**: A business’ functions may have to be adapted to enhance focus on essential goods and services.
COP-E Phase Two: Preparedness

Below are examples of major actions and issues that businesses should monitor during the Preparedness Phase:

• **Share Plans**: Business must share their plans with all key players in the community to ensure interlocking plans and actions.

• **Networks of Preparedness**: Businesses must develop mutual support alliances within the community and region as well as with their business partners and competitors.

• **Large and Small**: Sustaining the local and national essential services demands both large and small businesses preparedness.

• **2nd/3rd Order Effects**: The strength of a pandemic plan will be defined by the weakest link in its supply chain, especially among the 2nd and 3rd order suppliers, distributors, and manufacturers.

• **Outsourcing**: Extensive outsourcing requires businesses to ensure their many support contractors are equally prepared to respond to a pandemic.

• **People and Stockpiles**: Prioritize all essential people, material and equipment support.
COP-E Phase Three: Response

Below are examples of major actions and issues that businesses should manage during the Response Phase:

• **Disease Containment Strategies**: Isolation, quarantine, social distancing, “snow days,” closing places of assembly and restricted movement will substantially compound impacts on businesses.

• **Cross-sector Interdependencies**: Planning, communicating, and supporting cross-sector partners will be key in a pandemic.

• **Cascading Effects**: The collective impacts on numerous small/large business may cascade into a regional/national emergencies.

• **Risk Communications**: Consistent, honest risk communications between a business and its workers, their families, essential business partners, and the community will prove decisive.

• **Cooperation and Collaboration**: Government and businesses cannot go it alone during a pandemic; they must communicate and collaborate at all times to ensure mutual support.
COP-E Phase Four: Recovery

Below are examples of major actions and issues that businesses should address during the Recovery Phase:

• **Multiple Waves**: A pandemic will not end with the first wave, thus businesses must balance their available resources to expedite recovery while preparing for the next pandemic wave.

• **Worker/Family Losses**: Overcoming the effects from worker and family illness as well as from lost wages due to providing home health care, “snow days” and worker furloughs will be a significant challenge.

• **Workforce Reconstitution and Competition**: Competition for available skilled workers and support services will be intense.

• **Government/Community Support**: Substantial external support (government and community) may be required for businesses to prepare for the next pandemic wave while recovering from the first wave.

• **Inter-Business Support**: For a business to recover and thrive, its essential business partner support network must also recover and thrive.

• **International Recovery**: International recovery may lag behind U.S. recovery. International raw material availability, manufacturing, supply chain support, and purchases of U.S. goods may be delayed.
QUESTIONS ??

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