

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

National Emergency Management Summit
New Orleans, Louisiana
4 March 2007

Kathie McCracken, R.N., MHA, FACHE
Pandemic Influenza Program Manager and
Healthcare Sector Specialist
Infrastructure Partnerships Divisions,
Department of Homeland Security



**Homeland
Security**

Pandemic Influenza

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



OVERVIEW

- Pandemic Preparedness
- Government/Business Preparations
- Network of Preparedness
- CI/KR Guide and COP-E

Reports on Pandemic Influenza...?

"Just Another
Government Scare"

"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...

Nature April 26, 2006

Using complex computer models, a team of researchers analyzed how effective travel restrictions, school closures, drug distribution and other public health strategies would be in slowing the spread of a pandemic flu outbreak. The analysis, conducted by researchers at the Johns Hopkins Bloomberg School of Public Health, Imperial College London and RTI International, simulated a response to a pandemic flu outbreak in the United States and Great Britain using detailed population data and travel patterns.

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.

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).

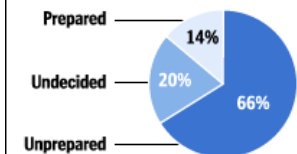
Influenza Pandemic Simulation Reveals Challenges in Delivering Essential Services During Widespread Outbreak

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 ...

Getting Ready

Two-thirds of large businesses in a market-research survey said their company was not prepared for a pandemic flu virus. The government has released a preparation checklist for businesses, excerpted here.

Percent of employers who said their company was prepared for a pandemic



SOME RECOMMENDED STEPS

Operations

- Identify pandemic coordinator or team.
- Identify essential employees to maintain operations.
- Plan for increased or decreased product demand.
- Prepare for travel restrictions.
- Establish emergency communications plan.
- Prepare for employee absences.
- Establish telecommuting policies.

Employees

- Identify employees with special needs.
- Ensure health-care services would be available.
- Determine ways to minimize face-to-face contact.
- Identify community sources for pandemic information.
- Distribute pamphlets on pandemic fundamentals.
- Provide hygiene and sanitation supplies.

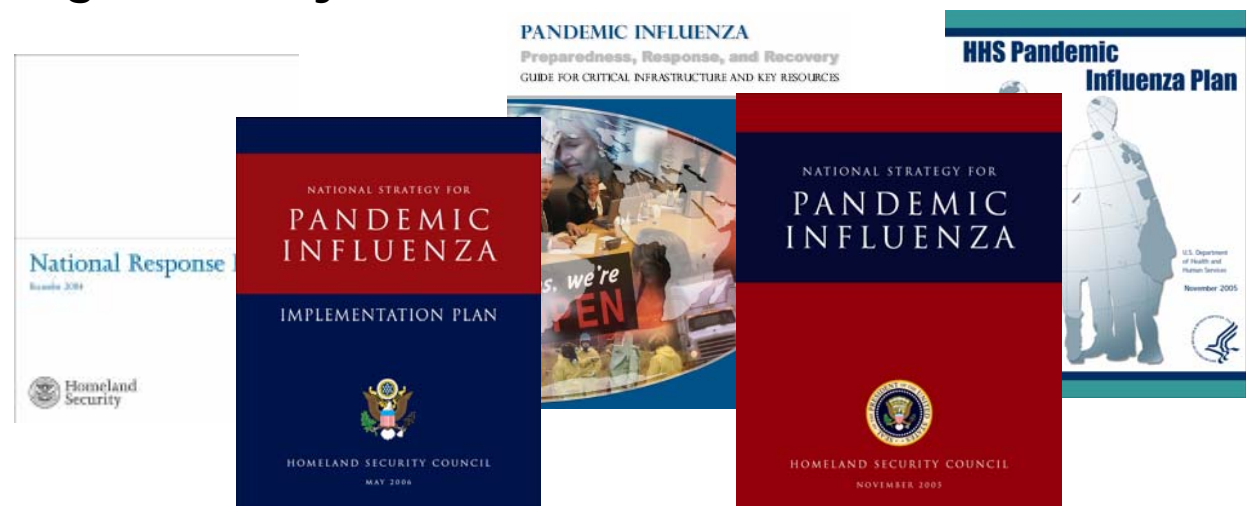
SOURCES: Deloitte Center for Health Solutions, Department of Health and Human Services
GRAPHIC: The Washington Post



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*



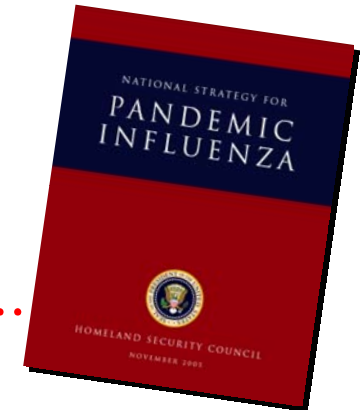
Critical/Essential Infrastructure (DHS)

- *Prepare*
- *Respond*
- *Sustain*
- *Recover*

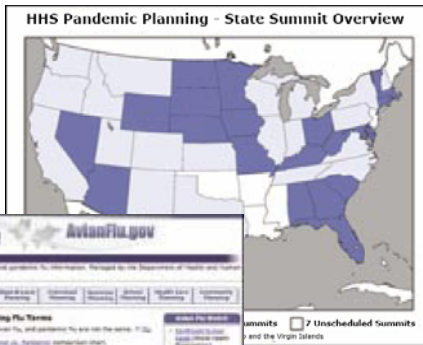


Federal/State Government Roles & Responsibilities

Preparing for an Influenza Pandemic, examples...



Communications & Coordination



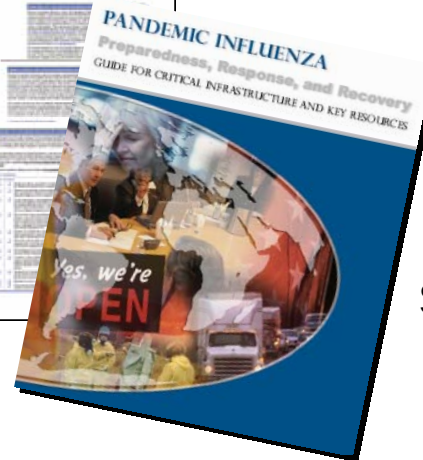
Planning & Preparedness

Available Checklists:

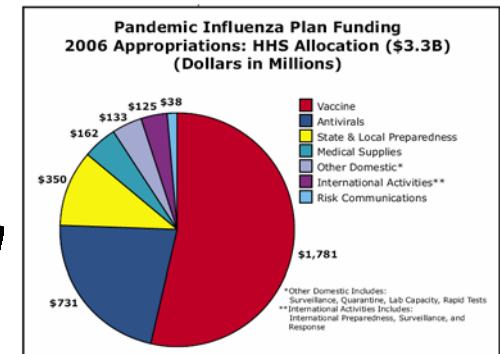
- State and Local
- Individuals and Families
- Business
- Schools (K-12)
- Faith-based and Community Organizations
- Medical Offices and Clinics
- Home Health Services

Upcoming Checklists:

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



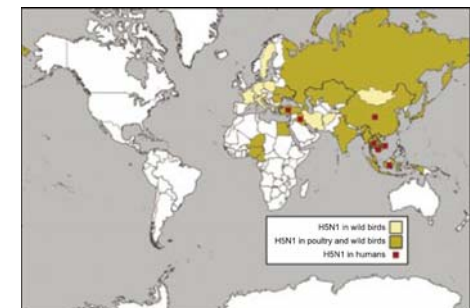
Funding



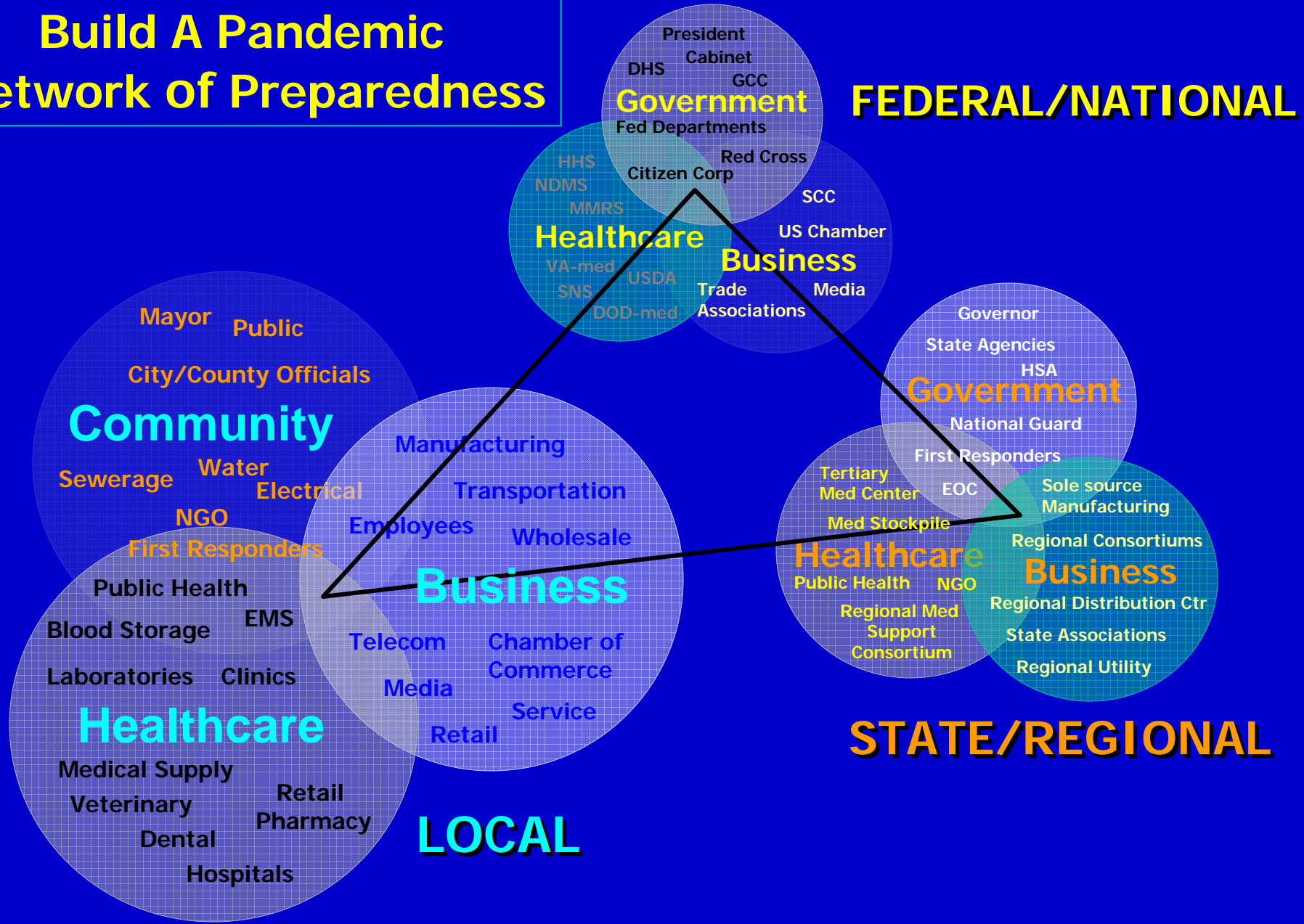
Stockpiles



Surveillance, Detection & Containment



Build A Pandemic Network of Preparedness

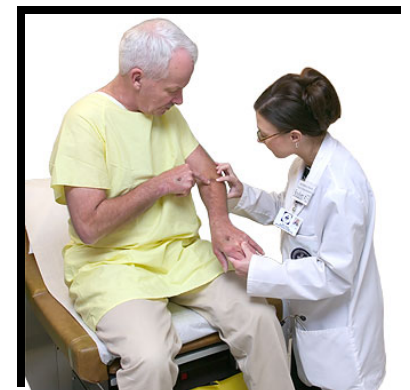


Influenza Pandemic Context

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

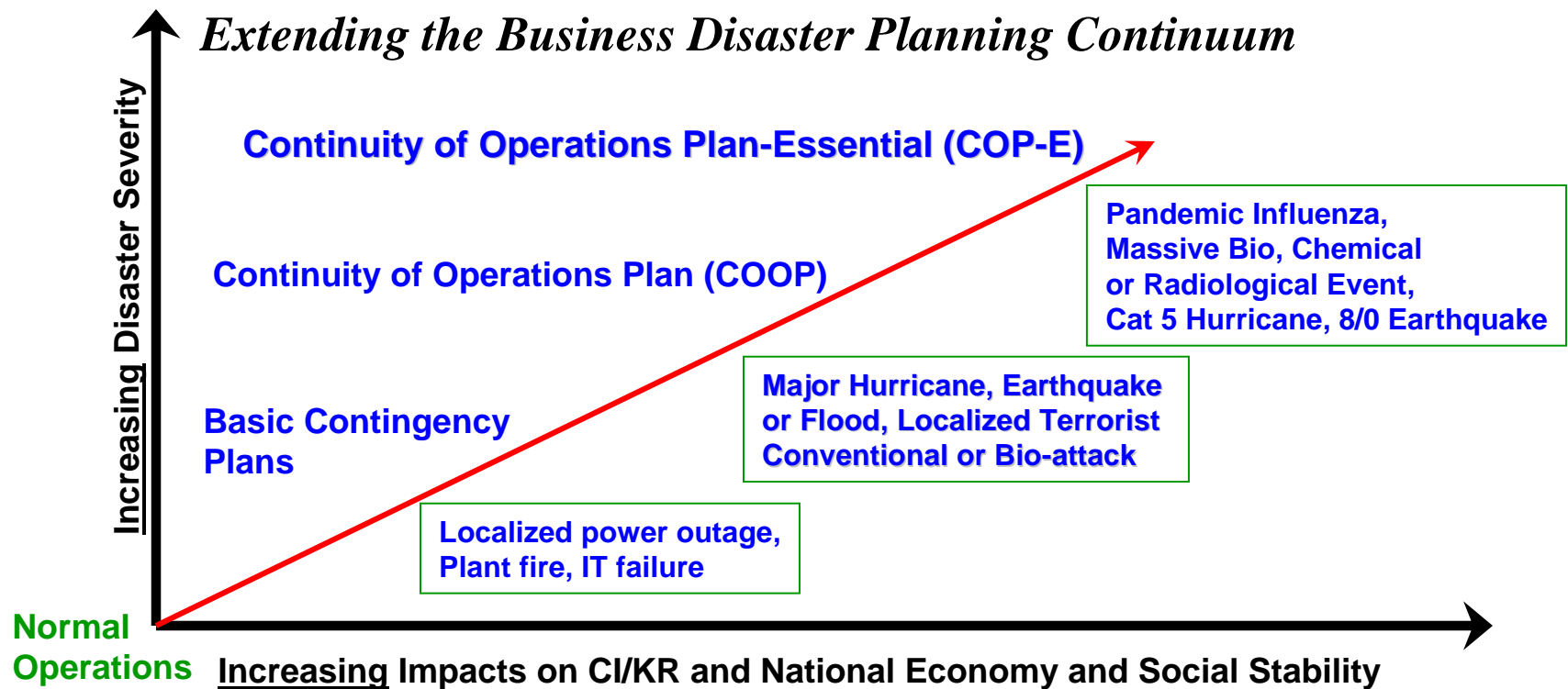
Characteristic	Moderate (1958/68-like)	Severe (1918-like)
Illness	90 million (~30 percent)	90 million (~30 percent)
Outpatient medical care	45 million (~50 percent)	45 million (~50 percent)
Hospitalization	865,000	9,900,000
ICU care	128,750	1,485,000
Mechanical ventilation	64,875	742,500
Deaths	209,000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

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



Private Sector Business Roles

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.

PANDEMIC INFLUENZA PLANNING TOOLKIT

PandemicFlu.gov Avian Flu.gov



Critical Infrastructure & Key Resources (CI/KR) Pandemic Influenza Sector Guidelines

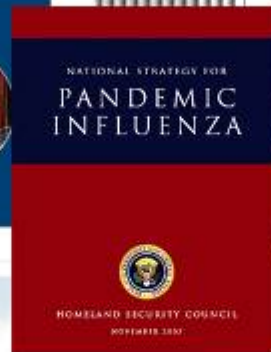
CI/KR Sector-Specific Pandemic Influenza Business Planning Essential Considerations

Business Pandemic Influenza Planning Checklist

State & Local Pandemic Influenza Planning Checklist

Colleges and Universities Pandemic Influenza Planning Checklist

Pandemic Influenza Planning: Guide for Individuals and Families



QUESTIONS ??

www.pandemicflu.gov

dhspandemic@dhs.gov