



Greater Toronto Airports Authority

# **PANDEMIC INFLUENZA PLANNING**

*Maintaining Continuity of Airport Operations and Services*

Toronto Pearson International Airport

# Toronto Pearson International Airport

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# **Airport Pandemic Influenza Plan**

## **Proposed Approach for Continuity of Airport Operations and Services Planning**

### **1 Background:**

Avian influenza (or “bird flu”) is a strain of influenza virus which typically affects birds but can, less commonly, infect mammals. Domestic poultry flocks are especially vulnerable to infections that can rapidly turn into epidemics. Over the last year, confirmed poultry outbreaks have occurred in several Asian countries.

Despite implementation of control measures including mass culling of poultry flocks, humans have contracted avian influenza. The WHO reports a total of 118 human cases from December 2003 to October 2005, with 61 deaths (or 51% mortality rate) in Indonesia, Thailand, Viet Nam and Cambodia. At this time there is no vaccine available for this strain of influenza virus. Reports have been submitted that the virus has been identified in birds in Europe. Just recently pigeons from Canada exported to Australia tested positive for antibodies to the flu strain.

There is some concern that the avian flu may be the strain to develop into the next pandemic influenza outbreak. Influenza pandemics tend to occur every 35 to 40 years when there is an abrupt change in the influenza A virus. Influenza pandemics occurred in 1918 (Spanish flu), 1957 (Asian flu) and 1968 (Hong Kong flu), causing millions of deaths.

It is generally believed that another influenza pandemic will occur, but no-one can predict when that might be. Estimates suggest up to 8 million people in Ontario will be infected. Of the people infected, up to 4 million will be clinically ill and 12,000 will die. All levels of government have been preplanning to minimize severity of illness, the number of deaths and societal disruption.

An influenza pandemic has the potential to infect up to 50% of the population. There would be a severe strain on health care services with a large number of individuals requiring some level of health care. For comparison purposes, the impact of a Pandemic Influenza on the City of Toronto, using estimates of 15% and 35% influenza rates, are shown below:

Clinically ill	392,000 - 914,000 individuals
Require outpatient care	175,000 - 431,000 individuals
Require hospitalization	2,900 -12,000 individuals
Deaths	910 - 5,000 individuals

*Source: Dr. D. McKeown-- Medical Officer of Health (“Report to Board of Health on Pandemic Influenza Planning in the City of Toronto-- April 21, 2005)*

In terms of preparing for the impact of a pandemic in the work environment, it has been projected that up to 30 - 35% of the workforce may be absent due to the effects of this virus on individuals and families. All agencies and businesses clearly must prepare plans to ensure continuity of essential services and corporate operations. It will most likely be necessary to scale back airport operation to the delivery of critical airport operations and essential services only.

### **2 Overview of Actions Initiated by the GTAA to Mitigate Threat:**

During the past six months the following actions have been initiated:

- Established relationships with the newly appointed Pearson Airport based Eastern Canada Public Health Canada (PHAC) Officer
- Integration of the Quarantine Team into the Airport's Emergency Management infrastructure
- Establishment of an Airport Public Health Working Group, including all levels of government, to address airport specific public health procedures, next meeting of which will be hosted by the GTAA on 23 November 2005.
- Incorporation of Infectious Disease & Pandemic topics at the quarterly Airport Medical Advisory Committee including presentations on ramifications of new Quarantine Act
- Conducted an Annual Full Scale Exercise on the topic of incoming Infectious Disease
- Identified and tracked opportunities for improvement as identified in above vehicles, including joint community preparatory information sessions
- Participation in a Regional exchange committee (Peel Regional Health Care Emergency Planning Group)
- Upgrade of EP Emergency Contact database to incorporate the skills data of all GTAA employees
- Establishment of a working group to develop an agreement for airport community resource cross utilization.

**2.1. *Ongoing activity in process:***

- Develop and deliver through the Fall joint airport community outreach program between PHAC/GTAA/Clinics to educate and inform community groups on basic expectations and recommendations for preparations
- Participate in the Advisory Committee of PHAC Quarantine Services to develop a Reactivation Plan utilizing a Regional Emergency Coordinator as the initial Project Manager.
- Establish an opportunity for airport and emergency community Infectious Disease & Pandemic exchange at the Fall Airport Disaster Management Conference with keynote addresses by Dr. James Young, Special Advisor to the Minister, Public Safety & Emergency Preparedness; and Dr. Ron St. John, the Director-General, Center for Emergency Preparedness and Response Public Health Agency of Canada covering information on both Public Safety & Emergency Management, and on Pandemic Preparations in Canada and at Ports-of-Entry.
- Hosting a workshop at the Airport Disaster Management Conference to identify status of current planning activities and to identify pandemic priorities.
- Strengthening Airport wide infrastructure for effective Incident Management (facilities, procedures and training).
- Review with Clinic/Pharmacy provider and with Public Health Working Group, past study on stockpiling at or use of Clinic services in delivery of outbreak related drugs, supplemental to existing Flu Season Clinics

### **3 Next Steps to be Undertaken**

- Updating of the internal plan developed during SARS identifying the critical airport services and operations.
- Coordinate Airport Community operation critical processes required for continued operation during periods of high absenteeism
- Promote need for preparedness and preplanning contingencies internal to the airport community companies and agencies.
- Work with Public Health Authorities on Quick Response Processes, Equipment and Supplies availability that will allow the identification, isolation and mitigation of pandemic related threats.
- Facilitate information publication and exchange between the external health agencies and the airport community; including the development of an infectious disease training modules as outlined above.
- Updating of staffing contingencies to ensure sufficient GTAA staff is available to provide the critical services required.
- From a strategic perspective, the Continuity of Operations and Services Team needs to review the threat level associated with a potential outbreak on the overall business level of the GTAA and identify mitigation and recovery options.

All agencies and organizations could be faced with the extremely high absenteeism rates during a pandemic influenza. For this reason, advance planning is required to ensure the capacity to maintain service delivery during that time.

#### **3.1. *Review of the Continuity of Airport Operations and Services Planning Process and relevance to Pandemic Influenza Planning***

The continuity of airport operations and services planning process requires the following steps:

1. Establishment of a Corporate Steering Committee or individual to oversee the planning process
2. Establishment of a Continuity of Airport Operations and Services Planning Committee or Working Group
3. Identification of Essential Services/Functions
4. Identification of required skill sets and opportunities for staff reallocation
5. Identification of any relevant issues/implications for implementation
6. Preparation of a Continuity of Airport Operations and Services Plan for each essential service/function
7. Comparison against the "Preparedness Checklist"
8. Review of the Continuity of Airport Operations and Services Plan with the Corporate Steering Committee
9. Testing of the plan, revision, and updating as required

##### **3.1.1. Corporate Steering Committee or Individual**

###### **3.1.1.1. Corporate Support and Commitment:**

The primary key to the success of any initiative of this significance is corporate support and commitment. Corporate leaders, through their actions, communications, priority setting and direction, must instill the importance of pandemic influenza continuity planning to maintain airport operations and services throughout the corporation. This may require some direct communication and training/ education on the subject matter.

The very first step in the planning process is to establish a Corporate Steering Committee or person to oversee, support and/or direct the process. The steering committee should establish a “terms of reference” with timelines. The corporate committee/representative will also provide a valuable review forum as work proceeds towards developing a Continuity of Airport Operations and Services Plan.

Documentation throughout the process is highly recommended. There are several templates following this document that can facilitate the documentation needs during the planning process.

In addition to a Corporate Steering Committee, it is recommended that the organization establish a Continuity of Airport Operations and Services Planning Committee (Working Group) that will be responsible for developing the continuity of airport operations and services plan.

#### 3.1.1.2. Continuity of Airport Operations and Services Planning Committee/Working Group

Representation on this committee/working group is very important. Participants should be able to identify essential services/functions and understand the implications of service disruptions within each business unit.

The following points should be considered when establishing the committee/working group:

- Use an existing committee/working group that may already be in place that deals with emergency planning issues
- If necessary, establish a new committee/group to conduct the continuity of airport operations and services planning process
- The committee/group members should be senior members of the organization with decision making authority
- Representatives from each business unit should be involved and must be able to identify the resources, issues and solutions related to the planning process as it affects their areas
- Representatives must understand the reporting structure and decision-making process within their respective Division/Department/Corporation.
- Develop a “terms of reference” and submit to the Corporate Steering Committee for review/approval
- Involve union/association representatives as relevant

The Working Group should review the templates contained in the appendices and make any changes to suit the needs of their business unit.

The templates, in addition to serving as a tool for essential services/functions identification, as outlined below, can be used to as a documentation tool.

#### **3.1.2. Identify Essential Services/Functions**

The objective of the continuity of airport operations and services planning process is to determine how the organization will maintain essential services/functions in the event of significant staff absenteeism.

To begin the discussions related to essential services/functions, it is important to reach a common understanding of what determines an “essential service and/or function”.

Essential Service is defined as follows:

- A service and/or function that when not delivered creates an impact on the health and safety of individuals.
- A service and/or function that may lead to the failure of a business unit if activities are not performed in a specified time period.

In some organizations there are also essential services and/or functions that must be performed to satisfy regulatory requirements. Also, depending on the nature of the service and/or function, the impact may be immediate or may occur over a certain time period.

The figure of 30 - 35% staff absenteeism may extend for significant periods of time. This figure does not include the “sympathetic sick”, (i.e., people that may be required to stay home to care for ill family members.) This means that organizations may be forced to modify, reduce, or even eliminate specific services/functions to cope with the impacts of a pandemic emergency.

A review of the plans put in place for the SARS airport response, as well as additional resourcing identified internally by the GTAA within the Air Carrier default plan can be reviewed as a starting point for development of creative resourcing.

The following steps may help the organization identify essential services/functions:

- Identify all the services/functions performed by the business units.
- Identify any “surge activities” that may be created or increased as a result of the pandemic influenza response. (an example of a “surge activity” could be the requirement for additional Nursing staff within the Airport Medical Clinics as a result of increased airport employee visits for information and/or examination, or increased volume of public calls to determine status of airport services exceeding available response by call-taking staff);
- Identify any services that may be done from home and/or by external sources (contracted out).
- Sort the services/functions by department/division and/or the business unit into three categories (Identification of essential services and/or functions):
  - The first category should contain the essential services /functions (Priority A).
  - The second category should contain the services/functions (Priority B) that can be suspended for a short period of time (for example, services that can be suspended for one month)
  - The third category should contain services/functions that can be suspended for an extended period of time (Priority C). This may require a corporate overview.

### **3.1.3. Identify Required Skill Sets and Staff Allocation**

A critical step in the continuity of airport operations and services planning process is to identify the number of staff and necessary skills required to perform and maintain the essential services/ functions. This information will be vital when it becomes necessary to reallocate staff resources within the business unit or across the Corporation.

The following steps may help:

- Identify the number of staff (by classification) required to maintain the essential services/functions. Include essential services/functions created or increased by the “surge activity”. Examples of staff classifications include Terminal Service Staff, Operational and Security Staff, Maintenance Staff, Administrative and Support Staff.
- Identify any special requirements necessary to perform the essential services/ functions (for example, license to operate heavy machinery, AVOP license, knowledge of accounting practices, etc.)

### **3.1.4. Identify Any Relevant Issues/Implications for Implementation**

An important step in the process is to identify any issues and/or implications that may result from, or be created through any essential service/function reduction, modification, and/or elimination.

Each should be discussed with the involved stakeholders, and any relevant comments/solution should be documented.

It is recommended that part of this process include documentation and a planned response for each essential service/function. The outline below indicates some of the main areas for consideration.

#### 3.1.4.1. Activation of Plan

- Has a notification system been documented to activate/terminate the contingency plan?
- Who has the decision-making authority and what are the identified essential services/ functions?
- Who are their alternates if they are unavailable?

#### 3.1.4.2. Planning

- Have there been discussions with key external partners regarding their pandemic readiness plans for continuity of airport operations and services?
- Is there a need to involve external individuals in the preparation and review of a continuity of airport operations and services plan for the organization (e.g., elected officials, unions, legal counsel etc.)?
- Has the process for decision-making been reviewed and documented?
- Have all relevant issues/implications and action plans been documented?
- Have alternatives to face-to-face group meetings during a pandemic emergency been considered? This is particularly important to prevent the spread of influenza as it is transmitted easily from person to person, (before a person begins to exhibit symptoms) through coughing and sneezing, or through contact with contaminated surfaces such as unwashed hands, phones, and eating utensils.
- Have plans been developed for potential work alternatives such as alternate work sites for key people at risk, and the possibility of working from home arrangements?
- Has each essential service been reviewed to consider the implications of service modifications, reductions and/or elimination?

#### 3.1.4.3. Policies and Procedures

- Have existing Standard Operating Procedures (SOPs) been reviewed and modified and/or revised as needed?

#### 3.1.4.4. Surveillance/Attendance

- Is there a process established that would monitor staff absenteeism within each business unit?
- What level of staff absenteeism will necessitate a change to the delivery of any essential service/function?
- If the organization can no longer function due to extremely high absenteeism, what are the implications and what business unit/divisions would still be required to continue (e.g. Finance, Human Resources) to provide employee support?

#### 3.1.4.5. Delivery of Essential Services to the Community

- What services does the agency, business unit provide to the Airport Community during an emergency or IRROPs event?

#### 3.1.4.6. Delivery of Services

- What are the implications when a specific essential service/function needs to be modified? (Consider direct community impact with reduction in services.)
- Identify any options that may exist in order to maintain each essential service/function such as cancellation of vacations, approval of overtime, re-deployment of staff, cross-training, contracting services out, volunteers, part-time staff, retired staff, other staff resources, mutual aid, etc...
- Consider the sustainability of service reductions for a period of a number of weeks or months.

#### 3.1.4.7. Human Resources

- Will cross training be required?
- Do re-deployed staff and/or volunteers require any security checks or special clearance?
- Are single incumbent positions, security codes, access and passwords an issue? Is there staff from other areas that can be re-allocated to these types of positions?
- Are there issues related to a collective agreement?

- Do you require any advance approval to use staff that may not possess the necessary certifications, license, etc?
- What are the implications pertaining to: due diligence, liability (legal/civil), public image and confidence?
- Has a list of resource needs been developed including procurement of people, equipment/materials, source and contact information for each?

#### 3.1.4.8. Communications

- Have you prepared a “Communication Strategy”, for internal and external partners?

#### 3.1.4.9. Testing the Plan

- Has the continuity of airport operations and services plan for the organization/business been tested?
- Has a process been established to conduct regular reviews of the continuity of airport operations and services plan for the organization/business?

#### 3.1.4.10. Documentation for each Essential Service/Function

The documentation of decisions and actions for each essential service/function is the final step in drafting a continuity of airport operations and services plan. This step should be taken once you have identified essential services/functions and identified any relevant issues/implications that may arise when the level of service/ function is modified.

This portion of the plan details how each of the essential service/function is maintained, reduced, modified and/or eliminated, who has decision making authority, what solutions will be put in place, any necessary actions to follow and any communication strategy

### **3.1.5. Compare to the “Preparedness Checklist”**

Review the Preparedness Checklist items (Appendix F) to ensure that all issues have been addressed such as the decision-making process/authority for implementing service reduction. As part of this review, additional documentation may be required to ensure that all critical elements have been addressed.

### **3.1.6. Review with the Corporate Steering Committee**

A draft of the Continuity of Airport Operations and Services Plan should be presented to the Corporate Steering Committee for review and/or comment. This will help establish consistency for all business units/departments in the continuity of airport operations and services planning process and ensure that all critical elements in the plan are addressed. In addition, the Corporate Steering Committee will monitor the progress of the initiative and develop a better understanding of the overall corporate impact of a pandemic influenza emergency.

### **3.1.7. Test the Plan, Revise, and Update**

Once the Continuity of Airport Operations and Services Plan is complete, you need to circulate the plan for information and training purposes within the organization. As with any other plans, the Continuity of Airport Operations and Services Plan will require at the least, an annual review for any necessary revisions.

Last but not least, conducting an emergency exercise to test the plan will help the staff understand the Continuity of Airport Operations and Services Plan, how and when it’s activated, who is responsible for what, and how it fits with the Corporate strategy to deal with a pandemic influenza emergency.

## **Appendix A: Essential Service Response Priority Listing**

Complete the attached form (Appendix B) by working through the following process. A completed template is provided as an example.

2. Identify all services/activities within a program/division/business unit area and list them in the column identified as Service/Activity.
3. Identify the services with an 'A' in the priority number column for those that must be maintain throughout staffing shortages; use 'B' for services that can be discontinued for a short period of time, such as 4 weeks; and 'C', for services that can be discontinued during the entire pandemic influenza due to staffing shortages.
4. List the 'A' services together. List the 'B' services together. List the 'C' services together.
5. Identify and describe the type of staff needed to deliver the services (for example: electricians, chartered accountants or information technologists). Fill in the additional columns as required if more than one group of staff is involved in the delivery of the essential service/activity.
6. Indicate the number of staff currently assigned to the service/activity.
7. Identify the number of staff remaining in the event of a 35% staff absence rate and record the number in the column "FTEs available at 35% absence".
8. Identify whether the service/activity is expected to experience a surge in demand during a pandemic.
9. Indicate whether there is a potential to have the service/activity delivered by other sector assistance. This can include volunteers, the private sector, or other agencies.
10. Indicate whether the service/activity can potentially be performed from home.
11. Develop a plan for dealing with each essential service/activity to respond to staffing shortfalls or surge demands.





## **Appendix D: Action Plan for Maintaining Essential Service/Activity**

An action plan for each essential service/activity should be documented during the planning process (one page for each essential service).

The action plan should include details about:

- The essential service/activity
- Key emergency staff (i.e., the individual(s) responsible for implementing the action plan)
- Details of the activation procedure
- Identification of corporate and community impact issues
- Reallocation potentials of staff from other service/activity areas
- Communication strategy to staff, business partners and customers/community
- Staff absenteeism monitoring activities
- Reporting requirements to decision makers
- Decision making process during a pandemic influenza
- Resource needs including a listing of contact information for the following:
  - Staff list and contact information (for notification and communication purposes)
  - Private sector contact information (for purchasing equipment, obtaining additional staffing resources etc.)

**Appendix E: Action Plan Template for Maintaining Essential Service/Activity**

<b>Business Group:</b>			
<b>Essential Service:</b> (Identify and provide brief description)			
<b>Individual/Position Responsible for implementing specific action plan</b>	(Name)	(Phone Numbers)	(Email Address)
	<b>Activation Procedure:</b> (describe)		
<b>Corporate and Community impact issues (list)</b>			
<b>Action Plan</b> (list action plan including, notifications plans, communications strategy, staffing reallocations plans, use of other sector services, any change in scope of service delivery, monitoring and reporting needs, etc)			
<b>Resource Needs:</b> (list needs and contact information for resource needs – staffing, equipment, contracting out services)	(Name and Business Address)		(Phone Numbers)
			(Email Address)
<b>Training Needs</b> (outline training plan as required)			

**Appendix F: Preparedness Checklist**

Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan	Check whether the action is addressed in the Plan	Document who is responsible for each action/decision making process
<b>Continuity of Airport Operations and Services Plan</b>		
Who has responsibility for activating the Continuity of Airport Operations and Services Plan for the organization and who is that person's back up?		
Has the organization identified a process through which the decision will be made to activate and terminate the Plan?		
Do you have a communication strategy for reaching employees and business partners as a result of having to implement any section of the Plan?		
<b>Planning</b>		
Who do you need input from both internally and externally to prepare and review a Continuity of Airport Operations and Services Plan for the agency/business?  <ul style="list-style-type: none"> <li>• Senior Officials within Organization</li> <li>• Legal counsel</li> <li>• Community partners</li> <li>• Labour Unions and bargaining agents</li> </ul>		

<b>Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan</b>	<b>Check whether the action is addressed in the Plan</b>	<b>Document who is responsible for each action/decision making process</b>
Who is in charge in the event of a pandemic episode and are the roles of the various stakeholders clearly defined?		
Who makes what decisions?		
Who notifies the various stakeholders?		
Is the Pandemic Influenza Continuity of Airport Operations and Services Plan integrated with the emergency preparedness plan(s)?		
Who has responsibility for procurement matters, e.g., ordering resources and/or equipment during an emergency episode?		
Who needs to approve the Continuity of Airport Operations and Services Plan?		
<b>Testing of the Plan</b>		
How will you test and/or evaluate the Continuity of Airport Operations and Services Response Plan?		
How will you test the communication systems, e.g., fan-out?		
<b>Decision-making and Reporting</b>		
Who will be in charge and make decisions within the agency/business concerning services during a pandemic/emergency episode?		
Is there a contact list of all internal and external client and partner agencies and stakeholders?		
Is there a contact list of all senior staff within the agency/business?		

<b>Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan</b>	<b>Check whether the action is addressed in the Plan</b>	<b>Document who is responsible for each action/decision making process</b>
If public transportation became a problem, can employees arrange alternate forms of transportation to work?		
If necessary, could staff live at the work location or alternative work location for some period of time?		
Have you prepared site-specific notification for office closures and contacts for the public/clients?		
<b>Surveillance/Attendance</b>		
Who in the organization has responsibility for collecting/managing information about staff absenteeism? Who is that person's back up?		
Do you have data on the average number of staff absences due to illness and vacation at different times of the year (monthly rates)?		
Is there a mechanism within the agency/business to monitor and report increasing staff absenteeism due to illness to health authorities (e.g., Health and Safety Coordinator, Health Department)?(An increase in staff absenteeism due to illness might be attributed to the spread of infections among co-workers suggesting an outbreak of disease.)		
<b>Delivery of Essential Services</b>		
Does the agency/business have a responsibility for the provision of services to the community during an emergency? • Provision of food • Mass housing• Care for special needs people• Home care and child care		

<b>Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan</b>	<b>Check whether the action is addressed in the Plan</b>	<b>Document who is responsible for each action/decision making process</b>
Have these services been planned for should there be a staff reduction due to absence?		
Who has signing authority for expenditures during an emergency and who is that person's back up?		
Are there clearly stated policies and procedures that cover signing authority and acquisitions?		
What is the staff capacity of the agency/business and are there provisions to bring in additional staff and/or volunteers?		
Have alternative service providers been identified to assist with maintaining the essential services? What duties will they have and what additional training will they require? Have insurance coverage and union issues been addressed?		
What is the surge capacity of services delivered by the agency/business?		
Has an inventory been prepared for specialized equipment/facilities that may be needed during a pandemic episode?		
Is there a mechanism that will ensure that additional equipment, e.g., pagers, cell phones, refrigerators etc. can be obtained with minimum delay?		
Who has authority for ordering repair/replacement equipment and who is that person's back up?		

Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan	Check whether the action is addressed in the Plan	Document who is responsible for each action/decision making process
<b>Materials and Supplies</b>		
Are you currently stocked with all necessary supplies for regular day-to-day functions?		
Does the agency/business have contact lists for all the suppliers and alternate suppliers?		
Does the agency/business have access to inventory (including serial numbers) of all computer equipment, printers, fax machines, photocopy machines in case repairs are needed?		
Does the agency/business have contact lists for all equipment repair persons?		
Who authorizes repairs and supply/equipment orders? Are there other employees who can take over this responsibility in the event of an emergency?		
<b>Training/Orientation</b>		
What are the training needs pertaining to emergency and pandemic flu contingency plans for internal and external business partners/agencies? What additional training will be required?		
What orientation/education should be arranged for the employees to raise awareness about a pandemic flu emergency?		
Has staff been made aware of basic infection control guidelines to prevent the transmission of influenza? (e.g., hand-washing procedures etc.)		

Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan	Check whether the action is addressed in the Plan	Document who is responsible for each action/decision making process
<b>Delivery of Services</b>		
Have services in the agency/business been prioritized to take into account minor to major staff absences due to illness?		
What is the role of the agency/business with respect to assisting with service demands in health care facilities (e.g., Hospitals, Long-term care facilities, Homes for the aged, Homes for special care) and has this plan been communicated to these facilities?		
Who will make decisions about reducing levels of service and/or cancelling services temporarily?		
Is there a pre-approval process in place for purchasing additional supplies? If not, how long does it take for approval to be granted?		
How will reduction/temporary cancellation of regular services be communicated to local stakeholders, the public and business partners?		
Does the plan identify the need to consult with the Medical Officer of Health prior to any major communication strategy about reducing service delivery due to staff absences relating to influenza?		
Could any of the agency's/business's services be provided from another work location?		

<b>Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan</b>	<b>Check whether the action is addressed in the Plan</b>	<b>Document who is responsible for each action/decision making process</b>
<p>Have sites providing vulnerable services (such as nursing homes, homes for the aged, homes for special care) been identified and has the inventory of such services been shared with appropriate service providers? • Patient transportation • Patient assessment services • Food services • Equipment supply services (i.e. oxygen equipment)</p>		
<p>Has the agency developed a list of skills and professional competencies of staff that are transferable to other business units, agency functions or for support to health care institutions in the community?</p>		
<p>Have support services been planned for workers, such as transportation, day-care, meals and grief counselling?</p>		
<p>Do you have a plan to replenish depleted supplies?</p>		
<b>Human Resources</b>		
<p>Has the agency prepared an inventory of skills in the event that people from the agency/business are required to perform duties/functions in other business units/agencies to maintain essential services?</p>		
<p>Have liability issues been addressed for volunteers and re-assigned staff members?</p>		

<b>Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan</b>	<b>Check whether the action is addressed in the Plan</b>	<b>Document who is responsible for each action/decision making process</b>
Do you have a current list of staff complete with telephone numbers? Has someone been assigned responsibility to ensure that it remains current?		
Do you have a current list of recently retired staff (complete with telephone numbers) who may be contacted in the event of extreme staff shortages?		
Do relevant employees have access to a list of all employees and relevant stakeholders?		
Is there a copy of the Health and Safety manual on site in the agency/business?		
Who will be in charge of communicating to the employees in the agency? Do you have a backup person(s) to take on this responsibility?		
Who will represent the agency/business on community emergency response team(s), if requested to participate, and are there backups to those persons?		
Who will be responsible for payment issues related to overtime and/or additional salary issues? Are there staff designated as backup for these positions?		
In the event of a staff shortage, what roles/responsibilities could external contract workers fill?		
What roles/responsibilities could coworkers fill? Who has the authority to hire contract/temporary workers and to take on volunteers? Is there a backup person for this job?		

Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan	Check whether the action is addressed in the Plan	Document who is responsible for each action/decision making process
Does the agency/business have a system staff use to report absence due to illness and other reasons? Is this information accessible on a daily basis?		
<b>Records and Record Keeping</b>		
Has the agency/business developed appropriate records keeping procedures for items such as: • Staff absences • Vacation • Complaints and issues		
Do you have a plan to record significant decisions that were made during a pandemic flu/emergency?		
Is regular reporting to Boards/government required?		
<b>Communication</b>		
In the organization, who has primary responsibility for communicating with the public/business partners/staff?		
Who is that person's back up in the event that this person is sick with the flu?		
Are there people in the organization who have sole access to incoming information, e.g., business information, incidence reports, complaints etc., if so, have you arranged for designates to receive this information?		

<b>Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan</b>	<b>Check whether the action is addressed in the Plan</b>	<b>Document who is responsible for each action/decision making process</b>
Does the organization maintain a central inventory of passwords to office equipment and electronic files? Is there a designate for the person who has responsibility for the inventory?		
If the information technology person is ill, to whom can you turn if you experience computer problems?		
How does the staff communicate with each other during office hours and after-office hours? Is there an alternate form of communication they can rely on, e.g., cell phones, pagers etc?		
Who are the security contacts should there be a problem with physical access to the work location and is there a back up to the security contacts?		
If mail service is interrupted, are there critical items you need to receive or deliver that you will need alternative arrangements for?		
Does the organization send out time-sensitive letters or documents and is there a back-up system for these?		
How are courier packages generally received and sent out?		
How will you send out public service announcements and news releases? Do you have a process for consulting with the Health Department prior to any releases?		
Will employees and the public be able to access a website or telephone number to get updates on service delivery news?		

Roles and Responsibilities for a Pandemic Influenza Continuity of Airport Operations and Services Plan	Check whether the action is addressed in the Plan	Document who is responsible for each action/decision making process
<b>Recovery</b>		
What are the immediate lessons learned?		
Who will have the authority to notify the various employees, clients, and stakeholders regarding reinstating services and to determine final return to full service?		
Who will be responsible for evaluating the local response?		
What factors should be examined as part of the evaluation?		
Have any counselling needs for staff been provided for?		

## **Appendix G: Resources**

- **Alberta Pandemic Plan**
- **British Columbia Private Sector Pandemic Plan**
- **Halton Region Health Department, Pandemic Influenza Response Plan**  
(<http://www.region.halton.on.ca/health>)
- **Halton Region Health Department, Business Continuity Tool Kit**  
(<http://www.region.halton.on.ca/health>)
- **Ontario Ministry of Health and Long-Term Care, Influenza Pandemic Plan**  
([http://www.health.gov.on.ca/english/providers/program/emu/pan\\_flu/ohpip\\_mn.html](http://www.health.gov.on.ca/english/providers/program/emu/pan_flu/ohpip_mn.html))
- **Public Health Agency for Canada, Pandemic Influenza Plan** (<http://www.phac-aspc.gc.ca/cpip-pclcpi/index.html>)
- **United Kingdom Pandemic Influenza Plan**
- **United Kingdom Pandemic Plan Operational Guide**
- **World Health Organization, Pandemic Preparedness**
- **World Health Organization, Checklist for Influenza Pandemic Preparedness Planning**  
(<http://www.who.int/csr/disease/influenza/pandemic/en/>)