

## HEALTH & MEDICAL PLANNING GUIDE

<b>Guide Information</b>	<p>The impact of a pandemic influenza outbreak on the health &amp; medical field would be significant, due to the inherent nature of the field. Most hospitals, nursing homes, and doctors offices are already experiencing a shortage of nurses; add to that a potential reduction of 40% of the nursing staff, and one can imagine how the resources and personnel of these facilities would be taxed.</p> <p>The health &amp; medical planning guide has been developed to be utilized by providers including hospitals, nursing homes, doctor's offices, day cares, coroners, and funeral homes.</p> <p>This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from a pandemic event. It is highly recommended that each discipline collaborate on the development of their individual plans to assure that all potential actions are identified.</p>
<b>MITIGATION/PREPAREDNESS ACTIONS</b>	
✓	✓
✓ Designate a pandemic coordinator and establish a working group of employees, supplychain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with pandemic specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Establish partnerships with other members of the health & medical sector to provide mutual support and maintenance of essential services during a pandemic.	
<p>✓ Collaborate with human resources personnel regarding health and medical services functioning with 40% of the work force absent.</p> <ul style="list-style-type: none"> <li>● Are all employees cross-trained so that employees may fill in those positions which are determined to be critical?</li> <li>● Consider planning for those employees who are single parents or those who care for an elderly family member, to be included in the 40% absenteeism rate.</li> <li>● Consider retraining and updating recently retired essential and non-essential workers.</li> <li>● Consider using non-medical trained personnel as drivers of vehicles, thus availing medical personnel for patient care and management.</li> </ul>	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
<p>✓ Identify the essential services, functions, and processes required to sustain essential services and operations.</p> <ul style="list-style-type: none"> <li>● Examples of such essential services include emergency care, critical surgery, critical medical treatments (dialysis, etc.), mass fatality operations, security, dietary, laundry, mental health, etc.</li> <li>● How might normal services be adapted to support the community, region, or nation during a pandemic influenza?</li> <li>● Mortuary affiliated agencies should identify resources and alternative methods to normal operations which can be utilized during a pandemic event with mass fatalities (e.g., abbreviated scene processing procedures).</li> <li>● Nursing homes and hospitals should address the necessity for rapid processing and additional storage of the deceased. An evaluation should be performed on their current morgue capabilities, including cooler space, as well as assess what their surge capabilities are and where additional temporary morgue space can be established.</li> </ul>	

<p>✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses.</p> <ul style="list-style-type: none"> <li>● Examples of non-essential services include elective surgery, physicals, routine medical exams and other services not related to emergency care and treatment.</li> </ul>	
<p>✓ Prioritize the identified essential services, functions and processes given their value to customers and the community.</p>	
<p>✓ Identify and assess critical customers given their value to sustaining the organization and the community.</p> <ul style="list-style-type: none"> <li>● Priority should be given to emergency service providers and their families.</li> </ul>	
<p>✓ Identify critical supporting agencies to plan for ways to continue essential business operations.</p> <ul style="list-style-type: none"> <li>● Critical customers include pharmaceutical companies, pharmacies, hospitals, doctors, food distribution facilities.</li> <li>● Communicate with these individuals to determine the level of support required to them.</li> </ul>	
<p>✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.</p> <ul style="list-style-type: none"> <li>● Could fewer facilities be operated and what would the impact be if one were to become unavailable.</li> <li>● Alternate mortuary facilities/resources should be identified and included in the pandemic plan. An expedited cremation process should be considered.</li> <li>● In a pandemic event, individual funeral homes should expect to handle approximately six months of work within a six to eight week period. These facilities should develop specific plans regarding the additional human resources necessary.</li> </ul>	
<p>✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials.</p> <ul style="list-style-type: none"> <li>● Materials for the health &amp; medical discipline include pharmaceuticals, medical supplies and food.</li> <li>● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action?</li> <li>● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.</li> <li>● Contact suppliers to determine lead time for casket manufacturing and discuss alternative possibilities.</li> </ul>	
<p>✓ Identify policies and procedures to ensure a safe workplace and minimize the transmission of disease among workers.</p> <ul style="list-style-type: none"> <li>● Emphasize basic personal hygiene and workplace infection control.</li> <li>● Consider developing a process to screen employees and visitors at the entrances to critical facilities.</li> <li>● Consider closing non-critical common areas such as break and lunchrooms, and ensuring workers do not commingle during shift changes.</li> </ul>	
<p>✓ Identify policies and procedures to protect and sustain workers during an influenza pandemic.</p> <ul style="list-style-type: none"> <li>● Reduce demands on essential workers.</li> <li>● Consider implementing telecommuting procedures to allow employees to work from home.</li> <li>● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during a pandemic (e.g., do policies address telecommuting procedures?).</li> <li>● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during a pandemic.</li> </ul>	
<p>✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.</p>	

✓ Hospitals should develop plans for the use of over space to triage, transfer/discharge, and treat patients, including use of suspended beds, converting outpatient space to inpatient, and using non-patient areas.	
✓ Identify triggers for activating the organization's pandemic plan.	
✓ Hospitals should consider the use of the Hospital Incident Command System (HICS) for sustained continuity of hospital operations and patient care services.	
✓ Coordinate with like sector businesses to consolidate essential functions and workers. <ul style="list-style-type: none"> <li>● Building external relationships with competitors and distributors during the inter-pandemic phase will enhance collaboration and networking during the pandemic phase.</li> </ul>	
✓ Procure and store a sufficient amount of infection prevention supplies (e.g., soap, alcohol-based hand sanitizers, disinfectants, etc.)	
✓ Identify the interdependent relationships and take actions to sustain this essential support. <ul style="list-style-type: none"> <li>● What other industries does your organization rely on most for support and vice versa?</li> <li>● Ensure that plans for these agencies are in consonance with your agency.</li> </ul>	
✓ Anticipate social disruption & disgruntled customers. Identify methods to mitigate and address these situations.	
✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.	
✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.	
✓ Ensure all employees are properly trained in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of influenza.	
✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of a pandemic. Exercises of the pandemic plan and COOP plan should also be conducted.	
✓ Review plans and procedures periodically (at least annually) to ensure that information is up-to-date.	

<b>RESPONSE ACTIONS</b>	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international pandemic threat levels for changes that will affect the business.	
✓ Limit points of entry to the facility and assign clinical staff to entry screening. Facilities with less mobile or immobile populations (long term care facilities, nursing homes, etc.) should restrict access to the facility in order to prevent exposure.	
✓ Implement surveillance activities for pandemic influenza in incoming patients and previously admitted patients.	
✓ Implement specific strategies to protect employees from getting or spreading influenza on the job. <ul style="list-style-type: none"> <li>● Require employees to stay home if they think they might be sick and require them to stay home until flu symptoms are gone.</li> <li>● Provide supplies of hand sanitizers and disinfectants at numerous locations.</li> <li>● Provide personal protective equipment to employees.</li> </ul>	
✓ Identify and assess implications for those at-risk workers and family members. <ul style="list-style-type: none"> <li>● Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.</li> </ul>	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified. <ul style="list-style-type: none"> <li>● Consider closing satellite offices and relocating staff to other facilities.</li> <li>● Suspend elective surgeries and other non-critical medical procedures.</li> <li>● Defer elective admissions and procedures until local pandemic wanes.</li> </ul>	
✓ Implement social distancing practices including relocation of workspaces, closing breakrooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment. <ul style="list-style-type: none"> <li>● Establish segregated waiting areas for persons with symptoms of influenza.</li> <li>● Limit the number of visitors to those essential for patient support.</li> <li>● Close units where there has been nosocomial transmission.</li> </ul>	
✓ Anticipate social disruption & disgruntled patients. Identify methods to mitigate and address these types of patients.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant. <ul style="list-style-type: none"> <li>● For public venues, consider placing infection control supplies (e.g., hand sanitizers, disinfectant wipes, etc.) throughout the facility to allow for easy decontamination of public amenities.</li> </ul>	
✓ Monitor employee and employee's family social and psychological concerns. <ul style="list-style-type: none"> <li>● Mental health and faith-based resources should be available to provide counseling to personnel during and after a pandemic.</li> </ul>	

<ul style="list-style-type: none"> <li>✓ Preposition essential material and equipment on site.               <ul style="list-style-type: none"> <li>● Materials for the health &amp; medical sector include medical supplies, food, decontamination/disinfectant materials and other basic amenities.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>✓ Continuously monitor vaccine supplies, distribution and use.</li> </ul>	
<ul style="list-style-type: none"> <li>✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.</li> </ul>	
<ul style="list-style-type: none"> <li>✓ As the pandemic mounts, closely monitor all essential functions to ensure sustained operations.</li> </ul>	
<ul style="list-style-type: none"> <li>✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.</li> </ul>	
<ul style="list-style-type: none"> <li>✓ Adjust business actions based on any unfolding economic and social disruptions.</li> </ul>	
<ul style="list-style-type: none"> <li>✓ Throughout the pandemic phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations.</li> </ul>	

<b>RECOVERY ACTIONS</b>	✓
✓ Assess the impact of the pandemic on the agency and begin to implement procedures to return to pre-pandemic conditions.	
✓ Monitor international and national health information sources for any updates on additional pandemic waves.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Encourage the use of Employee Assistance Programs for assistant with loss and stress.	
✓ Assess the impact on employees and their families. <ul style="list-style-type: none"> <li>• Mental health and faith-based resources should be available to provide counseling to personnel during and after a pandemic.</li> </ul>	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Perform an After Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	