

Pandemic Influenza—Continuity of Operations Plan (COOP)

[Sample: To be customized to suit your private or Academic practice.]

Instructions: To be better prepared, the [practice, departments or units] is/are required to use this form to complete a Continuity of Operations Plan—to describe how your [] will operate during an influenza pandemic, and recover afterwards to be fully operational. This is your Plan; feel free to augment this template to meet your needs. The *process* of planning for an emergency is very valuable. Be collaborative when drafting this, and seek comments from your staff and leadership. For detailed instructions and more information, see the COOP website (address below) or call [] at [] or email at [].

Practice/Department/Unit			
	Developer		Date Plan Finalized
Plan Development			
Head of Operations	Name	Phone Number	Alt Phone Number
Email address			

A: Background Information for Pandemic Influenza

Three influenza pandemics occurred in the last century, and public health experts predict that another is likely some time in the future. No one can predict when it might happen or how severe it will be. It is prudent to plan for one, however. In the event of an influenza pandemic, [the practice/university] will have four objectives:

- Minimize the risk of pandemic influenza to [patients/physicians/students/faculty/staff].
- Support [physicians/staff/faculty/students] in the [practice/university/hospital operations].
- Continue functions essential to the [practice/university or hospital operations] during a pandemic.
- After the pandemic, resume normal [practice/teaching/research and service operations] as soon as possible.

Planning Assumptions. Although no one knows the precise characteristics of the next influenza pandemic, the [practice/university] is basing its plans on the following assumptions:

1. To reduce the risk of illness, public health officials may request that the [practice/university] take social distancing measures such as canceling [non-emergency appointments and surgery] or suspending [public events and classes]. If a severe outbreak were to occur, we should expect to suspend [practice/university] for 7-10 weeks.
2. Employee absenteeism will reach [] percent for periods of about [] weeks at the height of a pandemic wave, with lower levels of staff absent for a few weeks on either side of the peak.
3. For planning purposes, assume that absent employees include leaders, heads and personnel with primary responsibility for essential functions.
4. Fifty percent of your supplies will not be available during the 7-10 week period of contagion.
5. For planning purposes, assume that the wave will occur during the fall or spring semester.
6. It is unlikely that students, faculty and staff will be subject to mandatory quarantine orders. Instead, public health officials will rely on voluntary social distancing measures.

See “Pandemic Influenza Planning Assumptions” for more details.

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B: Your Practice's/University's Objectives

Considering your [practice's/university's] unique mission, describe your objectives:

C: Emergency Communications Systems

All [practice/university] employees are responsible for keeping informed of emergencies by monitoring news media reports, [practice's/university's] home page and/or calling [] at [].

To rapidly communicate with employees in an emergency, we encourage [] to prepare and maintain a call tree. See the [] for an example of a call tree.

Note below the system(s) you will use to contact your employees in an emergency. Departments should identify multiple communication systems that can be used for backup, after hours, when not on campus, or for other contingencies.

- | | | |
|---|---|--|
| <input checked="" type="checkbox"/> Phone | <input checked="" type="checkbox"/> Email | <input type="checkbox"/> Direct connect (e.g., Nextel) |
| <input checked="" type="checkbox"/> Call tree | <input type="checkbox"/> Web site Other | <input type="checkbox"/> Pager |
| <input type="checkbox"/> Instant messaging | <input type="checkbox"/> (describe): | |

D: Emergency Access to Information and Systems

If access to your [practice's/university's] information and systems is essential in an emergency, describe your emergency access plan below. This may include remote access (or authorization to allow remote access), contacting IT support, Blackboard, off-site data backup, backup files on flash drives, hard copies, cell phone/ or use of alternate email systems (e.g., gmail).

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Provide link/ source for essential information here: _____

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E: Your Practice's/Department's Essential Functions

List below your [practice's/university's] functions that are essential to operational continuity and/or recovery, and who is responsible for them. Make sure that alternates are sufficiently cross-trained to assume responsibilities.

Essential Function:	Leadership Functions		
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			
Essential Function:	Clinical Operations		
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			
Essential Function:	Administrative Operations/Accounting/Purchasing/Human Resources/IT		
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			
Essential Function:	Research/Lab Management		
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			
Essential Function:	Education		
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			
Essential Function:	Optical Operations		
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			

Review your [practice's/university's] key personnel, leaders, heads and those responsible for the above essential functions to identify your department's “**public health emergency employees.**” Your [practice's/university's] _____ should identify those people in HRIS. For more information on emergency employees, see Section M below. We encourage all employees to add personal contact information in the [practice's/university's] directory via [_____] which is kept as private information by default. This contact information can be used in an emergency.

Provide link/ source for essential information here: _____

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F: Your Practice's/Department's Leadership Succession

List the people who can make operational decisions if [your _____] is absent.

	Name	Phone Number	Alt Phone Number
Head of Operations			
First Successor			
Second Successor			
Third Successor			

G: Key Internal Dependencies

The [practice/university] relies on Energy Services, ITS, Payroll/Purchasing/Finance, Public Safety and Facilities Services. List below the other products and services upon which your [practice/university] depends and their providers.

Dependency (product or service):	
Provider:	
Dependency (product or service):	
Provider:	
Dependency (product or service):	
Provider:	
Dependency (product or service):	
Provider:	
Dependency (product or service):	
Provider:	
Dependency (product or service):	
Provider:	
Dependency (product or service):	
Provider:	
Dependency (product or service):	
Provider (UNC department):	

Provide link/ source for essential information here: _____

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H: Key External Dependencies

List below the products, services, suppliers and providers upon which your [practice/university] depends. We recommend that you encourage them to prepare a pandemic influenza continuity of operations plan.

Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		
Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		
Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		
Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		
Dependency (product or service) :		
	Primary	Alternate
Supplier/Provider		
Phone Numbers		

Provide link/ source for essential information here: _____

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I: Mitigation Strategies

Considering your objectives, dependencies and essential functions, describe below the steps you can take now to minimize the pandemic's impact on your operations. For example, you may wish to stock up on your critical supplies or develop contingency work-at-home procedures. This may be the most important step of your emergency planning process. Formulation of your mitigation strategies may require reevaluation of your objectives and functions.

<p>Sample: Maintain a projected 3 months supply of essential office supplies for Administration and Clinical Operations. Prepare blank PO #'s to insure continuation of supply purchases from vendors other than Staples. Blank PO's will be kept in a secure location in the Accounting Office to prevent theft. Access is granted to the Accounting Manager, Administrator, Chair and HR Manager.</p>
<p>Sample: Maintain a projected 3 months supply of essential medical supplies, excluding pharmaceuticals, for Clinical Operations. Pharmacy supplies will be purchased through [_____] which is required to remain open and provide essential clinical services as a Public Health Provider. Prepare blank PO#'s to insure the ability to order essential supplies from outside vendors.</p>
<p>Sample: Share this plan with all employees and ask that they provide current contact information including land-lines, cell phones and personal email addresses. Share information with appropriate staff regarding the opportunity to work remotely from home for those individuals who have key administrative responsibilities. Clinic employees are essential personnel and are subject to UNC HCS protocol.</p>
<p>Sample: [_____] has installed and will maintain the remote backup service for the department server. [_____] will test this new hardware for remote capabilities and accuracy and ensure all critical management has remote access from home computers.</p>
<p>Sample: Educate Clinic Employees on their designation as "Public Health Employees" and the [_____] HCS requirement to report to work as essential personnel.</p>
<p>Sample: Clinical Operations would follow the plans as outlined in the UNC HCS Protocol. Recordings would be placed on incoming phone lines to announce to patients the appropriate way to handle emergencies by either calling 911 or going to the ER if our daily clinics are closed.</p>
<p>Sample: Make Clinical Providers aware of their Public Health Employee Status and the requirements associated with the designation..</p>
<p> </p>

J: Exercising Your Plan & Informing Your Staff

Share your completed Plan with your staff. Hold exercises to test the Plan and maintain awareness. Note below the type of exercises you will use and their scheduled dates. For assistance in exercising your Plan, contact [_____] at [_____].

- | | |
|---|---|
| <input checked="" type="checkbox"/> Staff orientation meeting
<input checked="" type="checkbox"/> Call tree drill
<input type="checkbox"/> Tabletop exercise
<input type="checkbox"/> Interdepartmental exercise
<input type="checkbox"/> Other drill (describe): | <input checked="" type="checkbox"/> Emergency communication test
<input type="checkbox"/> Off site information access test
<input type="checkbox"/> Unscheduled work at home day
<input type="checkbox"/> Emergency assembly drill |
|---|---|

Exercise Dates
Staff Distribution Date

K: Recovery After the Pandemic

Describe your Plan to fully resume operations as soon as possible after the wave has passed. Identify and address resumption/scheduling of normal activities and services, work backlog, resupply of inventories, continued absenteeism, the use of earned time off, and emotional needs.

Provide key link or source for essential information here: _____

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Sample: As a health care organization, we expect there could be significant disruption in day to day functions. Key Management staff and members of our team are cross trained in HR, Purchasing and Accounting functions and will have remote access capabilities. It is expected that one or more members of the team will be available to work unless the [] is quarantined and/or be available through remote access and phone. If there is a backlog, staff will be permitted to work the number of hours necessary at an overtime rate to catch up.

Clinical Operations will be facilitated based on the []. All Medical Staff will be apprised of the decisions made regarding clinical operations and expectation of essential staff to report to work. The [practice/university] does recognize the sensitivity of the possible pandemic and acknowledges that [staff/medical faculty] may also need time away to heal and be with other members of their family who become ill. Priority will be given to the employees needs, while continuing to provide essential health services to our patients. [Practices/clinics] will be adjusted to allow for the time of recovery.

As a health care provider, we recognize the emotional and physical stress a pandemic would bring to our employees. Employees will be allowed to take time as necessary to take care of family and other personal issues that may have occurred as a result of the pandemic. [Staff/employees] will be encouraged to seek [counseling/other resources.]

L: Special Considerations for Your Department

Describe here any additional or unique considerations that your [practice/university] may face in a pandemic.

Sample: Being a health care unit requires [] staff to be available as well as UNC HCS staff to meet the needs of the Department. This dual responsibility sometimes is difficult because of the lack of salary and bonus structure for SPA University positions.

M: Additional Resources and Policy Summaries

Sample Policy Guidelines:

Guidelines for Workplace Dispersement and Fitness to Work

During a pandemic, employees will be encouraged to reduce face-to-face contact between employees, where possible. Increasing the physical distance between employees to three to six feet will reduce influenza transmission risk from coughing, sneezing or speaking.

Employees who are sick should not report to work. Be prepared to implement procedures to reduce the workplace risk of transmitting influenza.

Provide link/ source for essential information here: _____

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Sample Policy Guidelines continued:

Public Health Emergency Employee Selection Guidelines

Departments should identify as “public health emergency employees” those who are responsible for performing functions that are absolutely essential to the continuation of core [practice/university] operations (e.g., protection of health or property, support of campus health service or Hospitals, payroll, etc.) during a multi-week public health emergency when classes and most other university activities are suspended. “Public health emergency employees” must satisfactorily perform their responsibilities in a public health emergency.

Home Emergency Planning for Individuals and Families

Employees, students and their families should plan for any type of emergencies that could impact them in their home, apartment or residence hall. Don’t wait—an emergency can occur at any time. Hurricane Katrina taught us that employees may not show up for work if they are concerned for the safety and security of their families. We recommend that your employees receive the following information, available via that site:

Resources:

- Guide for Individuals and Families
- Family Health Information Sheet
- Pandemic Flu Planning Checklist for Individuals and Families
- Emergency Contacts Form

N: More Information About Your Practice/University

Please note below information for your [practice's/university's] contact.

	Name	Phone Number	CB#-Address
COOP Contact			
Email address			
Dept. locations	.		

Please indicate below the principle nature of your [practice's/university's] operations (check all that apply):

- Customize
- Customize
- Customize
- Customize
- Customize
- Other (describe):

Provide link/ source for essential information here: _____