



## WHAT BUSINESSES NEED TO KNOW ABOUT PANDEMIC FLU PLANNING

Business Continuity Planning Guide for Influenza Pandemic

Business Development Bank of Canada

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**Table of Contents**

**1.0 Introduction & Background..... page 4**

- 1.1.1 Fast Facts..... page 5
- 1.2.0 Impact on a business..... page 6
- 1.3.0 Impact on the economy..... page 7

**2.0 Business Continuity Planning for a Pandemic Flu..... page 7**

- 2.1 What is Business Continuity Planning?..... page 7
- 2.2 How do I Start?..... page 8
- 2.3 Key Steps of Business Continuity Planning..... page 8

- Step 1. Establish a Corporate Steering Committee or individual to oversee the planning process..... page 10
- Step 2. Identify Essential Services/Functions..... page 10
- Step 3. Identify required skill sets and opportunities for staff reallocation..... page 11
- Step 4. Identify any relevant issues/implications for implementation..... page 11
- Step 5. Prepare a Business Continuity Plan for each essential service/function..... page 11
- Step 6. Compare with the “Preparedness Checklist”..... page 12
- Step 7. Review your Business Continuity Plan with the Corporate Steering Committee..... page 12
- Step 8. Revise, test the plan and update as required..... page 12

**Templates, Planning Initiatives & Checklists**

- Appendix 1.0 Key Roles & Responsibilities..... page 13
- Appendix 1.1 The Business Continuity Planning Pandemic Flu Team... page 14
- Appendix 2.0 Essential Services/Functions Ranking..... page 15
- Appendix 2.1 Identify Essential Services/Functions by Criticalness Factor..... page 16
- Appendix 2.2 List of Questions and Initiatives for Action Planning for Essential Services/Functions..... page 17
- Appendix 2.3 Action Plan Template for Maintaining Essential Service/Activity..... page 21
- Appendix 2.4 Action Plan Template for Maintaining Essential Service/Activity: Key Customers ..... page 22
- Appendix 2.5 Action Plan Template for Maintaining Essential Service/Activity: Critical Suppliers ..... page 24
- Appendix 2.6 Action Plan Template for Maintaining Essential Service/Activity: Business Partners or Support Providers ..... page 26
- Appendix 3.0 Business Continuity Plan Checklist..... page 32

**2.0 Links..... page 33**

**3.0 References ..... page 34**

### 1.0 Introduction & Background

#### About pandemics

Pandemic influenza is not your average flu. It's a large-scale outbreak of a highly infectious illness and spreads easily from person to person, regardless of age or physical health. Unlike the "ordinary" influenza that occurs every winter in Canada, pandemic influenza can strike at any time of year.

We know influenza pandemics are recurring events but they are unpredictable. It has been 36 years since the last influenza pandemic and, although it is impossible to predict when the next one will hit, experts agree that we are overdue for one.<sup>1</sup>

#### World Health Organization recommendations

WHO<sup>2</sup> has stated that the risk of the H5N1 virus (avian influenza or 'bird flu') developing into the next human pandemic influenza is immediate and very real.

In response to the threat posed by the continuing spread of the H5N1 virus, the WHO has recommended that all countries undertake urgent action to prepare.

There is no way to predict exactly when the next pandemic might occur or the severity of the impact. **Outbreaks of influenza** have been known to occur for centuries, and three influenza pandemics occurred in the previous century alone:

1. Spanish influenza pandemic (1918)
2. Asian influenza pandemic (1957)
3. Hong Kong influenza pandemic (1968).

#### A history of pandemics

The Spanish pandemic, in two short years, killed an estimated 20 million people world-wide, with some experts reporting deaths as high as 40 million. Entire towns were decimated and many families were wiped out by influenza. Physicians tending to soldiers in military camps wrote letters home about young healthy men who came to the infirmary with a cough in the morning and were dead by nightfall. This virus quickly made its way around the globe.<sup>3</sup>

#### How your business can prepare for a pandemic

Considering our reliance on trade, Canada's economy could suffer by as much as \$60 billion due to a pandemic outbreak—even more if the Canada-US border were to experience serious difficulties.<sup>4</sup>

It has been projected that up to 30% to 35% of the workforce may be absent due to the effects of this virus on individuals and families. That's why it's important for

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1 Public Health Agency of Canada: [http://www.phac-aspc.gc.ca/influenza/pandemic\\_qa\\_e.html](http://www.phac-aspc.gc.ca/influenza/pandemic_qa_e.html) - 2

2 World Health Organization (WHO): WHO Strategic Action Plan for Pandemic Influenza 2006-2007, pg3 [http://www.who.int/csr/resources/publications/influenza/WHO\\_CDS\\_EPR\\_GIP\\_2006\\_2/en/index.html](http://www.who.int/csr/resources/publications/influenza/WHO_CDS_EPR_GIP_2006_2/en/index.html)

Special note: WHO do not endorse any of BDC specific company or products.

3 Adapted with permission from Halton region Health Department, Ontario: Pandemic Influenza Response Plan, [http://www.halton.ca/health/services/communicable\\_disease/pandemic\\_influenza.htm](http://www.halton.ca/health/services/communicable_disease/pandemic_influenza.htm)  
[http://www.halton.ca/health/Resources/cd\\_infection\\_control/pdf/pandemic\\_influenza\\_business\\_continuity\\_toolkit.pdf](http://www.halton.ca/health/Resources/cd_infection_control/pdf/pandemic_influenza_business_continuity_toolkit.pdf)

4 Canadian Manufacturers & Exporters: Preparing for the Pandemic, CME Releases, Tuesday, March 21, 2006, <http://www.cme-mec.ca/national/media.asp?ID=698>

## Business Continuity Planning Guide for Influenza Pandemic

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small to medium sized businesses (SMEs) to make plans to ensure continuity of essential services.<sup>5</sup>

Your business could be faced with extremely high absenteeism rates during a pandemic influenza. For this reason, your organization should plan ahead to ensure you can maintain service delivery during that time. The next step in this process is the development of a Business Continuity Plan (BCP) to maintain essential services and/or functions during a pandemic emergency.

### About this guide

This guide is designed to help businesses minimize the risk that an influenza pandemic poses to the health and safety of employees, the continuity of business operations, and their bottom line. It is intended to provide all businesses in Canada with the basic information they require to prepare a continuity plan to mitigate the potential effects of a pandemic.

### 1.1 Fast Facts<sup>6</sup>

About 8,000 Canadians die from <b>seasonal flu</b> each winter. Health Canada estimates that a <b>pandemic flu</b> could claim 11,000–58,000 lives.
Experts agree: it is <b>not a question of if, but when</b> the next flu pandemic will strike. The pandemic <b>will</b> affect Canada, even if we are prepared.
An influenza pandemic could <b>last for a year or more</b> , infecting up to <b>one-third of the population</b> of Canada.
All <b>businesses, hospitals and government agencies</b> will feel the effects of a pandemic.
During a pandemic, it will not be business as usual: A flu pandemic could <b>cost the Canadian economy billions of dollars</b> in lost productivity and medical expenses.
<b>15% to 35% of your workforce</b> may be ill at any one time.
Unlike other disasters, pandemic flu will touch everyone in <b>every part of the country</b> , and <b>every part of the world</b> . Moving operations to another location is not likely to be a viable option.

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5 BMO Nesbitt Burns, “The Avian Flu Crisis: An Economic Update”, pg 13:  
<http://www.bmonesbittburns.com/economics/reports/20060313/report.pdf>

6 Canadian Manufacturers & Exporters: “Influenza Pandemic: Continuity Planning Guide for Canadian Business, March 2006, page 4: [http://www.cme-mec.ca/national/template\\_na.asp?p=22](http://www.cme-mec.ca/national/template_na.asp?p=22)

### 1.2 Impact of a Pandemic on Business

#### Staffing<sup>7</sup>

Unlike natural disasters, where any disruption to business service provision is likely to be hardware-related, disruption to business operations in the event of a pandemic is anticipated to be mainly human-resource oriented.

Overall a pandemic wave may last about eight weeks.

Businesses should plan for up to 50% staff absences for periods of about two weeks at the height of a severe pandemic wave, and lower levels of staff absences for a few weeks on either side of the peak.

An influenza pandemic usually spreads in two or more waves, either in the same year or in successive influenza seasons. A second wave may occur within three to nine months of the initial outbreak and may cause more serious illnesses and deaths than the first. In any locality, the length of each wave of illness is likely to be six to eight weeks.<sup>8</sup>

#### Staff absences can be expected for many reasons:<sup>9</sup>

- Illness/incapacity (suspected/actual/post-infectious)
- Some employees may need to stay at home to care for the ill
- People may feel safer at home (e.g. to keep out of crowded places such as public transport)
- Some people may be fulfilling other voluntary roles in the community
- Others may need to stay at home to look after school-aged children (as schools are likely to be closed).

#### Other impacts on business

A pandemic may have other impacts on businesses, for example: <sup>10</sup>

- The provision of **essential services** like information, telecommunications, financial services, energy supply, and logistics may be disrupted
- **Customer orders** may be cancelled or may not be able to be filled
- **Supplies** of materials needed for ongoing business activity may be disrupted. Further problems can be expected if goods are imported by air or land over the Canada-US border.
- The availability of **services from sub-contractors** may be affected (this may affect maintenance of key equipment, and is an area that merits close planning attention)
- **Demand for business services** may be affected – demand for some services may increase (Internet access is a possible example), while demand for others may decrease (e.g. certain types of travel activity).

### 1.3 Impacts on the economy

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7 Canadian Manufacturers & Exporters: "Influenza Pandemic: Continuity Planning Guide for Canadian Business, March 2006, page 6: [http://www.cme-mec.ca/national/template\\_na.asp?p=22](http://www.cme-mec.ca/national/template_na.asp?p=22)

8 Ibid 7

9 Ibid 7

10 Ibid 7

## Business Continuity Planning Guide for Influenza Pandemic

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The Bank of Montreal (BMO Nesbitt Burns)<sup>11</sup> indicates that depending on the scenario, pandemic influenza could have serious negative impacts on the Canadian economy and significantly impair the ability to conduct business and commercial activities. Their report also points out that:

- **Public meetings** are likely to be cancelled by the authorities or because of low attendance
- Canada's **trade status** may be compromised
- Impacts on critical **infrastructure** impacts are likely to be moderate to serious
- The **tourism** industry would be badly affected.

### Business sectors at risk

The following sectors, which depend on heavy foot traffic, could especially take a hit if the avian flu turns into a pandemic:

- Retail
- Leisure
- Gaming
- Lodging
- Restaurant

During the SARS outbreak, people avoided densely populated public areas and any place where people congregated in confined spaces. Consumers are likely to cut down on travel and leisure-related expenditures, including transportation, hotels, cruises, entertainment, and visits to theme parks and other public venues.<sup>12</sup>

## 2.0 Business Continuity Planning for a Pandemic

### 2.1 What is Business Continuity Planning?<sup>13</sup>

Business Continuity Planning is a proactive planning process to ensure that **critical services or products are delivered during a disruption**. Critical services or products are those that must be delivered to:

- Ensure survival
- Avoid causing injury
- Meet legal or other obligations of an organization.

A Business Continuity Plan (BCP) **includes the following**:

- **Plans, measures and arrangements** to ensure the continuous delivery of critical services and products, which permits the organization to recover its facility, data and assets
- Identification of **necessary resources** to support business continuity, including personnel, information, equipment, financial allocations, legal counsel, infrastructure protection and accommodations.

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11 Canadian Manufacturers & Exporters: "Influenza Pandemic: Continuity Planning Guide for Canadian Business, March 2006, page 6: [http://www.cme-mec.ca/national/template\\_na.asp?p=22](http://www.cme-mec.ca/national/template_na.asp?p=22)

12 Ibid 11

13 Public Safety and Emergency Preparedness Canada (PSEPC): <http://www.psepc-sppcc.gc.ca/prg/em/gds/bcp-en.asp> Public Safety Canada.- Reproduced with the permission of the Minister of Public Works and Government Services Canada, 2007

### Benefits of a BCP

Creating and maintaining a BCP helps ensure that an organization has the resources and information needed to deal with a pandemic. Other benefits include:

1. **Enhancing an organization's image** with employees, shareholders and customers by demonstrating a **proactive attitude**
2. **Improving efficiency** in the overall organization
3. Identifying the relationship of assets and human and financial resources with respect to **critical services and deliverables**.

### Canadian businesses at risk

While some companies and essential services have developed contingency plans, **most firms** have not. This lack of preparedness not only **threatens the viability of a large sector of the Canadian economy**, but, as in the case of manufacturing, also jeopardizes the delivery of critical goods that depends on complex supply chain systems.

## 2.2 How do I Start? <sup>14</sup>

First, ask yourself these questions:

1. How will you maintain your business operations when 30% to 35% of the workforce becomes ill and up to **50% of your workforce may be absent** at one time?
2. How can you adapt your existing **continuity of operations plans** to take this kind of human resources impact into account?
3. How will you cope when the **other businesses and suppliers** you rely on experience the same absentee rates?
4. How will you adapt to **disruptions in the supply chain** for the raw materials, goods and services you require? And how will you **get your product to the consumer** if your distribution network is hit with high absentee rates?
5. How can existing return-to-work and travel policies be adapted to **control the spread of this virus among employees**?
6. How will you **limit the economic impact** of a flu pandemic on your business?

## 2.3 Key Steps of Business Continuity Planning <sup>15</sup>

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14 Canadian Manufacturers & Exporters: "Influenza Pandemic: Continuity Planning Guide for Canadian Business, March 2006, page 12: [http://www.cmemec.ca/national/template\\_na.asp?p=22](http://www.cmemec.ca/national/template_na.asp?p=22)

15 Adapted with permission from Halton region Health Department, Ontario: Pandemic Influenza Response Plan, [http://www.halton.ca/health/services/communicable\\_disease/pandemic\\_influenza.htm](http://www.halton.ca/health/services/communicable_disease/pandemic_influenza.htm)



## Business Continuity Planning Guide for Influenza Pandemic

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1. Establish a Corporate Steering Committee or individual to oversee the planning process
2. Identify essential services/functions
3. Identify required skill sets and opportunities for staff reallocation
4. Identify any relevant issues/implications for implementation
5. Prepare a Business Continuity Plan for each essential service/function
6. Compare with the "Preparedness Checklist"
7. Review your Business Continuity Plan with the Corporate Steering Committee
8. Revise, test the plan and update as required.

The above steps are **detailed below** with corresponding self-help templates and supplementary information (Appendices), to help you develop your Business Continuity Plan for Pandemic Flu.

Key steps for business continuity in a pandemic flu	Supporting Appendix No.
1. Establish a Corporate Steering Committee or individual to oversee the planning process	1.0 1.1
2. Identify essential services/functions	2.0 2.1
3. Identify required skill sets and opportunities for staff reallocation	2.1
4. Identify any relevant issues/implications for implementation	2.2
5. Prepare a Business Continuity Plan for each essential service/function	2.3 2.4 2.5 2.6
6. Compare with the "Preparedness Checklist"	3.0
7. Review your Business Continuity Plan with the Corporate Steering Committee	None
8. Revise, test the plan and update as required	None

### Step 1: Establish team or individual responsible for Business Continuity Planning for pandemic flu (**Appendix 1.0** and **Appendix 1.1**)

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[http://www.halton.ca/health/Resources/cd\\_infection\\_control/pdf/pandemic\\_influenza\\_business\\_continuity\\_toolkit.pdf](http://www.halton.ca/health/Resources/cd_infection_control/pdf/pandemic_influenza_business_continuity_toolkit.pdf)

## Business Continuity Planning Guide for Influenza Pandemic

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The first step for any business wanting to prepare for pandemic flu is to establish an internal planning group.

For businesses, this may mean assigning responsibility for preparedness to a few managers/individuals or to an existing committee.

In all cases, it is advisable to always assign one person to lead the planning process. You should also ensure that this "pandemic manager" has the authority to get things done.

As with other business aspects, planning for pandemic relies on the following:

- An understanding of the organizational objectives
- Solid research on the risks
- Creative alternatives to unique challenges, and
- A reliable decision-making process.

Refer to **Appendix 1.0** for a list of key roles and responsibilities for the team or individual.

Use **Appendix 1.1** to identify the members and coordinator of the Business Continuity Plan for pandemic flu, and their respective contact information.

### **Step 2: Identify essential services/functions (Appendix 2.0 and Appendix 2.1)**

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

1. Begin by **listing your essential services/functions** by department or business unit, and rate the degree to which it will negatively impact the various key areas such as financial, employees, customers etc. (**Appendix 2.0**).
2. **Prioritize** essential services listed **and categorize** by "degree of criticalness" (Priority A, B or C, as described below). Rate the impact of 35 % staff absenteeism on each service (**Appendix 2.1**).
  - **Priority A:** Essential services/functions
  - **Priority B:** Services/functions that **can be suspended for a short period** of time (for example, services that can be suspended for one month).
  - **Priority C:** Services/functions that **can be suspended for an extended period** of time. This may require a corporate overview.

An **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.

## Business Continuity Planning Guide for Influenza Pandemic

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- 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**.

Experts suggest that during pandemic influenza, organizations may experience staff absenteeism rates of **30%–35%** for extended periods of time. This figure **does not include the “sympathetic sick,”** (i.e., people who 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. The impact of staff absenteeism rates may be across the organization or localized to specific business units.

As you begin discussions about essential services/functions, you may find that you have **existing resources** that you can use to extract information about essential services in your organization (e.g., emergency plans, Y2K plan etc.)

### **Step 3: Identify required skill sets and staff allocation (Appendix 2.1)**

A critical step in the business continuity planning process is to identify **the number of staff and skills required** to perform and maintain the essential services/functions. This will help you capture the information necessary to develop your plan (**Appendix 2.1**).

This information will be vital when it becomes **necessary to reallocate staff** resources within the business unit or across the business.

It may also help to identify any **special requirements** necessary to perform the essential services/functions (for example, license to operate heavy machinery).

### **Step 4: Identify relevant issues/implications for implementation (Appendix 2.2)**

The next step is to identify any issues and/or implications that may be created if you have to **reduce, modify or eliminate** any essential service/function.

Each issue should be discussed and any relevant **comments/solutions** should be documented.

You may find it useful to use a list of questions and initiatives (**Appendix 2.2**) to:

- Develop your plan
- Document the responsibilities of designated individuals for each essential service/function in the business unit.

### **Step 5: Documentation for each essential service/function (Appendices 2.3–2.6)**

## Business Continuity Planning Guide for Influenza Pandemic

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

Begin by developing your documentation on strategies and action plans for each essential service/function (Appendix 2.3). This should include:

- A description of the service
- Individual(s) responsible for implementing the action plan
- Backup individual(s)
- Business impact issues,
- Action plans
- Resource needs.

The **action plan** section can include key items such as notification plan, communication plans, staff relocation, use of alternate resources, alternate suppliers. This step should be taken once you have identified the following:

- Essential services/functions
- Relevant issues/implications that may arise when the level of service/function is modified
- Key contacts (along with their contact information):
  - Customers (**Appendix 2.4**) s
  - Suppliers and sub-contractors (**Appendix 2.5**)
  - Business partners and support providers (**Appendix 2.6**).

### Step 6: Compare with “Preparedness Checklist” (Appendix 3.0)

Review the Preparedness Checklist (**Appendix 3.0**) 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. Some of the issues may fit best in your overall organizational emergency response plan.

### Step 7: Review with the Corporate Steering Committee

You should **present a draft** of the Business Continuity Plan to your Corporate Steering Committee for review and/or comment.

This will help **establish consistency** for all business units/departments in the business continuity 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.

### Step 8: Test the plan and update

## Business Continuity Planning Guide for Influenza Pandemic

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Be proactive: put your plan to the test by performing **trial runs**. This will help you **identify any missing aspects or weaknesses** in your plan.

**(Appendix 1.0) - Business Continuity Planning  
Pandemic flu team  
Key roles & responsibilities**

Planning and implementation

1. Develop the Business Continuity Plan
2. Establish alert levels and monitor
3. Develop training and cross-training plans
4. Identify key business partners such as suppliers and clients and determine if they have a Business Continuity Plan
5. Assess potential financial impact of a pandemic on the business
6. Ensure adequate supply of supplies such as hand hygiene supplies, cleaning supplies, masks, personal protective equipment, protective barriers etc.
7. Local site manager(s) implements the plan
8. Perform trial run of the plan

Policies, procedures, organization

1. Establish policies such as compensation and absences, return to work procedures, telecommuting, flexible work hours, travel restrictions
2. Define chain of command for plan implementation
3. Establish authorities' trigger points and when to implement Business Continuity Plan (BCP)
4. Establish policies for preventing the spread of influenza at the work site (e.g. promoting respiratory/ hygiene/cough etiquette, and prompt exclusion of people with influenza symptoms)
5. Establish policies for employees who have been exposed to pandemic influenza

Communications

1. Maintain good communications and manage relations with all staff levels
2. Advise senior management
3. Instil importance of business continuity planning for a pandemic flu, throughout the organization
4. Liaison with local government agencies such as Health Canada
5. Prepare and disseminate timely and accurate information to all employees
6. Educate staff on pandemic fundamentals, including signs and symptoms of influenza, modes of transmission, personal and family protection, and response strategies (e.g. hand hygiene, coughing/sneezing etiquette)
7. Evaluate using various forms of technology to maintain communications
8. Help prepare training on the subject
9. Local site managers implement the plan
10. Set up system to monitor staff who are ill or suspected to be ill in the event of a pandemic

**(Appendix 1.1) - Planning Team for Business Continuity in a Pandemic Flu**

<b>Role</b>	<b>Name</b>	<b>Current Position/ Function</b>	<b>E-mail</b>	<b>Phone #</b>	<b>Emergency #</b>
Business Continuity Plan Coordinator			Bus: Home:	Bus: Home: Cell:	
Backup Coordinator			Bus: Home	Bus: Home: Cell	
Planning Team Members			Bus: Home	Bus: Home: Cell	
			Bus: Home	Bus: Home: Cell	
Backup Team Members			Bus: Home	Bus: Home: Cell	
			Bus: Home	Bus: Home: Cell	
			Bus: Home	Bus: Home: Cell	
Local Site Managers			Bus: Home	Bus: Home: Cell	
			Bus: Home	Bus: Home: Cell	

**(Appendix 2.0) - Essential Services/Functions Ranking**

**Department/Business Unit:** \_\_\_\_\_

**Areas and Degree of Impact**

<b>Essential Service by Criticalness Factor</b>	<b>Financial</b>	<b>Employees</b>	<b>Customers</b>	<b>Suppliers/ Business Partners</b>	<b>Legal/ Regulatory</b>	<b>Public/ Community</b>	<b>Other</b>	<b>Total Score (Prioritize and List Services in Appendix 2.1)</b>

**1= Low Negative Impact**

**10= High Negative Impact**



**(Appendix 2.1) - Essential Services/Functions by Criticalness Factor from Appendix 2.0**

**Department/Business Unit:** \_\_\_\_\_

<b>Essential Service by Criticalness Factor</b>	<b>Current No. Employees who Perform Service</b>	<b>Number Remaining with 35% Absenteeism</b>	<b>Degree of Risk: High, Med, Low</b>	<b>Work from Home Potential (Yes, No)</b>	<b>Action Plan For Essential Service in Place Yes? No?</b>
<b>A.</b>					
<b>B.</b>					
<b>C.</b>					

**Criticalness Factor**

- A. Critical Service: Cannot be interrupted or suspended**
- B. Services/functions that can be suspended for a short period of time (for example, services that can be suspended for one month)**
- C. Services/functions that can be suspended for an extended period of time**

### **(Appendix 2.2) - List of Questions and Initiatives for Action Planning for Essential Services/Functions**

#### **Initiatives for action planning**

Some proactive initiatives listed below can help you formulate contingency and/or action plans:

#### **Activation of plan:**

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

#### **Planning:**

1. Have there been discussions with key external partners (e.g. customers, suppliers) regarding their pandemic-readiness plans for business continuity?
2. Is there a need to involve external individuals in the preparation and review of a Business Continuity Plan for your organization (e.g. elected officials, unions, legal counsel etc.)?
3. Has the decision-making process been reviewed and documented?
4. Have all relevant issues/implications and action plans been documented?
5. 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.
6. Have plans been developed for potential work alternatives such as alternate work sites for key people at risk, and arrangements made for the possibility of working from home?
7. Has each essential service been reviewed to consider the implications of modifying, reducing and/or eliminating the service?

#### **Policies and procedures:**

1. Have existing Standard Operating Procedures (SOPs) been reviewed, and revised as needed?

#### **Surveillance/attendance:**

1. Is there a process established to monitor staff absenteeism within each business unit?
2. What level of staff absenteeism will necessitate a change to the delivery of any essential service/function?
3. If your organization can no longer function due to extremely high absenteeism, what are the implications? What business unit/divisions would

## **Business Continuity Planning Guide for Influenza Pandemic**

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still be required to continue (i.e., finance, human resources) to provide employee support?

### **Delivery of essential services to the community:**

1. Does your business have a responsibility to provide services to the community during an emergency?

### **Delivery of services:**

1. What are the implications when a specific essential service/function needs to be modified? (Consider impact with reduction in services.)
2. Identify any options that may exist in order to maintain each essential service/function, such as cancelling vacations, approving overtime, redeploying staff, cross-training, contracting services out, using volunteers, part-time staff, retired staff, other staff resources, mutual aid, etc...
3. Consider the sustainability of service reductions over a number of weeks or months.

### **Human resources:**

1. Will cross training be required?
2. Do re-deployed staff and/or volunteers require any security checks or special clearance?
3. Are single incumbent positions, security codes, access and passwords an issue?
4. Do you have staff from other areas that can be re-allocated to these types of positions?
5. Are there issues related to a collective agreement?
6. Do you require any advance approval to use staff that may not have the necessary certifications, licence, etc?
7. What are the implications pertaining to due diligence, liability (legal/civil), public image and confidence?
8. Has a list of resource needs been developed, including procurement of people and equipment/materials, as well as source and contact information for each?

### **Communications:**

1. Have you prepared a "Communication Strategy" for internal and external partners?

### **Testing the plan:**

1. Has the Business Continuity Plan for your organization/business been tested?
2. Has a process been established to conduct regular reviews of the Business Continuity Plan for your organization/business?

### **Communicate with your workers:**

1. Talk to your workers NOW and work together to plan for an emergency.
2. Keep a current list of phone numbers for your employees so that you can contact them during an emergency.
3. Encourage workers to get an annual influenza vaccination ("flu shot").

## Business Continuity Planning Guide for Influenza Pandemic

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4. Help your workers prepare emergency kits for themselves and their families.
5. Educate workers on the importance of:
  - Hand washing
  - Respiratory etiquette (covering coughs and sneezes, using disposable tissues when possible)
  - Healthy diet
  - Exercise
  - How to recognize the difference between influenza (“flu”) and a cold (influenza is much more severe, it hits you very suddenly, you have fever and aches)
  - The difference between “seasonal flu” and “pandemic flu” (seasonal flu comes every year, pandemic flu is when the flu strain changes and people may become much sicker than usual, and some may die).

### Reduced number of workers:

You may only have half of your workers during a pandemic. Some will be sick, and some may stay home to care for children or sick family members. Here are some ideas on how you can keep your business open during a pandemic or other emergency.

1. Limit some of your services. At a minimum, try to provide essential services during a pandemic or emergency situation.
2. Reduce the hours you are open for business.
3. Cross-train your employees. Make sure you don’t have only one or two workers who know how to do a critical part of your work. If they became ill, you would have difficulty keeping your business open.
4. Recall and retrain retired workers. Keep phone numbers and addresses of workers who have retired. You may need to ask them to help during a pandemic or other emergency.
5. Plan on selling, servicing and making products with fewer workers.
6. If you are out sick, will your business continue to operate? Identify workers who can make key decisions in the absence of owners/managers.

### Social distancing:

If a pandemic occurs, you may be asked to have your business participate in social distancing. This means that people should stay at least 3 feet apart from each other. Here are some ideas that can help:

- Encourage frequent hand washing
- Limit face-to-face contact
- Try to reduce the number of people standing in lines or crowds
- Ask customers to stand further away from workers and each other
- Install plexiglass panels between workers and customers
- Use telephones to communicate with customers or internal staff
- Stop handshaking
- Spread out seating in meetings, or meet via teleconference
- Stop sharing of workstations
- Avoid unnecessary meetings
- Limit the number of people on elevators, and encourage people to use the stairs

## Business Continuity Planning Guide for Influenza Pandemic

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- Have your business add or stagger shifts, with fewer workers per shift, to increase the distance between employees
- Have your employees work from home.

### **Plan ahead:**

Keeping your workers healthy is one of your biggest priorities. Sick workers should stay at home because they can infect your other healthy workers.

1. Review your sick leave policies. During a public health emergency, sick workers must not come to work, even if you are short-staffed. Do not allow sick employees to stay at work. You must not punish employees if they are sick during an emergency. Establish clear policies and guidelines now, that will help employees understand options and expectations for when they are ill.
2. What will your business do if a worker becomes ill while at work? Establish clear policies now.
3. Provide soap and hot water or alcohol-based hand sanitizers to your employees. Provide disposable tissues.
4. Mass transit (such as crowded subways or buses) may be suspended during a pandemic. Gasoline may become very expensive and/or difficult to get. How will your employees get to work?
5. Develop infection-control practices, such as daily decontamination of office surfaces like phones, keyboards, etc.

### **Other things to consider:**

1. Long-distance travel may be temporarily stopped. Try to avoid travel (especially to affected areas) by using teleconferencing or videoconferencing. See if there are local suppliers available for your business.
2. Do you have employees with special needs, such as disabled workers or those unable to read/write, etc? How will they be cared for?
3. If a pandemic occurs, your suppliers may be cut off. Can you increase your inventory of raw materials?
4. How will you communicate with your customers, suppliers, and the general public during an emergency? Do you have a Website? Use password-protected Websites to communicate sensitive information with employees.
5. Make sure you can access TV, radio and/or the Internet at work, to follow developments as they occur.
6. How will your business be affected by a pandemic? For example, if mass gatherings are cancelled, would your business be affected? Some businesses may be very busy during a pandemic, such as gas stations, grocery stores, etc.

**(Appendix 2.3) - Action Plan Template for Maintaining Essential Service/Activity**

<b>Department/Business Unit:</b>			
<b>Essential Service</b> (Identify and provide brief description from Appendix 2.1.)			
<b>Individual/Position Responsible</b> for implementing specific action plan	(Name)	(Phone numbers)	(Email addresses)
<b>Back Up Individual/Position Responsible</b> for implementing specific action plan			
<b>Business impact issues</b> (list any)			
<b>Action Plan</b> (List action plan including, notification plan, communications strategy, staff reallocation plan, 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.)			

**(Appendix 2.4) - Action Plan Template for Maintaining Essential Service/Activity: Key Customers**

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**Customer description**

- Product or service you provide to them
- Customer’s name
- Address
- Contact person’s name
- Contact phone numbers
- Alternate names and numbers for the customer
- Comments

**List only key customers**, those who would need and expect personal notification from you. Include those customers who would be offended or take their business elsewhere if they were not contacted. Being proactive in contacting important customers can go a long way in mitigating losses. Your sales and marketing departments and others who could help in assuring the outside world that you have things under control should be listed here.

Specific information needed for Key Customers is the same as for Vendors.

<b>Product/Service:</b>	
<b>Customer Name:</b>	
<b>Street Address:</b>	
<b>City/ Province/Postal Code:</b>	
<b>Contact Person:</b>	<b>Phone No.:</b>
<b>Alternate Contact:</b>	<b>24-hour No.:</b>
	<b>Fax No.:</b>
	<b>Other No.:</b>
	<b>Email:</b>
<b>Comments:</b>	

<b>Product/Service:</b>	
<b>Customer/Client Name:</b>	
<b>Street Address:</b>	
<b>City/ Province/Postal Code:</b>	
<b>Contact Person:</b>	<b>Phone No.:</b>
<b>Alternate Contact:</b>	<b>24-hour No.:</b>
	<b>Fax No.:</b>
	<b>Other No.:</b>
	<b>Email:</b>
<b>Comments:</b>	

## Business Continuity Planning Guide for Influenza Pandemic

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<b>Product/Service:</b>	
<b>Customer/Client Name:</b>	
<b>Street Address:</b>	
<b>City/ Province/Postal Code:</b>	
<b>Contact Person:</b>	<b>Phone No.:</b>
<b>Alternate Contact:</b>	<b>24-hour No.:</b>
	<b>Fax No.:</b>
	<b>Other No.:</b>
	<b>Email:</b>
<b>Comments:</b>	



### (Appendix 2.5) - Action Plan Template for Maintaining Essential Service/Activity: Critical Suppliers

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#### Suppliers

- Product or service provided
- Name of the vendor
- Address
- Contact person's name
- Contact phone numbers
- Alternate names and numbers for the vendor
- Comments

Product or service provided should be a description of the product or service provided to you. Along with "Comments," this helps to indicate the reason that this vendor should be contacted following the event.

For some suppliers, there may not be a specific contact person's name to list. The "service representative on call" may be the appropriate response in some cases. In other cases, a title or department, such as "sales representative" or "service department," may suffice.

Contact phone numbers should include all possible ways to reach the vendor, including fax, cellular, pager, after-hours number if different from the normal number, and toll-free numbers in addition to the normal number.

Alternate names and numbers should also be listed wherever possible. Alternate names are alternates to the primary contact person's name, if listed.

Some vendors may not have 24-hour service. If your incident occurred on a Sunday afternoon, you might need to contact the vendor at that time. Discuss your concerns with the vendor representative to determine how to contact them during off-hours. After reassuring him or her that the information will have limited distribution, ask for home telephone numbers if cellular or pager numbers are not sufficient.

Comments can be used for any information that is significant to this vendor, such as the reason this vendor should be contacted following an incident, instructions the vendor would need, or any appropriate notes.

**(Appendix 2.5) - Action Plan Template for Maintaining Essential Service/Activity: Critical Suppliers**

<b>Product/Service:</b>	
<b>Supplier Name:</b>	
<b>Street Address:</b>	
<b>City/ Province/Postal Code:</b>	
<b>Contact Person:</b>	<b>Phone No.:</b>
<b>Alternate Contact:</b>	<b>24-hour No.:</b>
	<b>Fax No.:</b>
	<b>Other No.:</b>
	<b>Email:</b>
<b>Comments:</b>	

<b>Product/Service:</b>	
<b>Vendor Name:</b>	
<b>Street Address:</b>	
<b>City/ Province/Postal Code:</b>	
<b>Contact Person:</b>	<b>Phone No.:</b>
<b>Alternate Contact:</b>	<b>24-hour No.:</b>
	<b>Fax No.:</b>
	<b>Other No.:</b>
	<b>Email:</b>
<b>Comments:</b>	

<b>Product/Service:</b>	
<b>Vendor Name:</b>	
<b>Street Address:</b>	
<b>City/ Province/Postal Code:</b>	
<b>Contact Person:</b>	<b>Phone No.:</b>
<b>Alternate Contact:</b>	<b>24-hour No.:</b>
	<b>Fax No.:</b>
	<b>Other No.:</b>
	<b>Email:</b>
<b>Comments:</b>	

### (Appendix 2.6) - Action Plan Template for Maintaining Essential Service/Activity: Business Partners or Support Providers

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#### Business partner or support-provider description

- Service or support provided
- Name of the business partner or support provider
- Address
- Contact person's name
- Contact phone numbers
- Alternate names and numbers for the vendor
- Comments

When an incident occurs, you may need to contact some organizations that do not fall into one of the earlier categories. You should create a list of any of those additional entities too. Some of those entities include:

- Business partners (internal and external) that are neither vendors nor customers. These could include internal business units who rely on your business for information, your management, and internal business units that would support your recovery. Examples include corporate insurance, internal security, facilities, public relations and legal entities.
- Support providers include emergency-response agencies such as police, fire, utility companies, and the Canadian Red Cross (if your community uses the 911 system, that should be documented).

Services or support provided should be a description of the services and support provided to you, and that which is required by your business partner or support provider. Along with "comments," this helps to indicate the reason that this business partner or support provider should be contacted following the event.

For some businesses or agencies, there may not be a specific contact person's name to list. The "representative on call" may be the appropriate response in some cases. In other cases, a title or department, such as "representative" or "department," may suffice.

Contact phone numbers should include all possible ways to reach the business partner or support provider, including fax, cellular, pager, after-hours number if different from the normal number, and toll-free numbers in addition to the normal number.

Alternate names and numbers should also be listed wherever possible. Alternate names are alternates to the primary contact person's name, if listed.

Some business partners or support providers may not have 24-hour service. If your incident occurred on a Sunday afternoon, you might need to contact them at that time. Discuss your concerns with the representative to determine how to contact them during off-hours. After reassuring him or her that the information will have limited distribution, ask for home telephone numbers if cellular or pager numbers are not sufficient.

## Business Continuity Planning Guide for Influenza Pandemic

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Comments can be used for any information that is significant to this vendor, such as the reason this vendor should be contacted following an incident, instructions the vendor would need, or any appropriate notes.

<b>Service or Support:</b>	
<b>Business Partner or Support Provider Name:</b>	
<b>Street Address:</b>	
<b>City/Province/Postal Code:</b>	
<b>Contact Person:</b>	<b>Phone No.:</b>
<b>Alternate Contact:</b>	<b>24-hour No.:</b>
	<b>Fax No.:</b>
	<b>Other No.:</b>
	<b>Email:</b>
<b>Comments:</b>	

<b>Product/Service:</b>	
<b>Vendor Name:</b>	
<b>Street Address:</b>	
<b>City/ Province/Postal Code:</b>	
<b>Contact Person:</b>	<b>Phone No.:</b>
<b>Alternate Contact:</b>	<b>24-hour No.:</b>
	<b>Fax No.:</b>
	<b>Other No.:</b>
	<b>Email:</b>
<b>Comments:</b>	

<b>Product/Service:</b>	
<b>Vendor Name:</b>	
<b>Street Address:</b>	
<b>City/ Province/Postal Code:</b>	
<b>Contact Person:</b>	<b>Phone No.:</b>
<b>Alternate Contact:</b>	<b>24-hour No.:</b>
	<b>Fax No.:</b>
	<b>Other No.:</b>
	<b>Email:</b>
<b>Comments:</b>	

**(Appendix 3.0) - Business Continuity Plan Checklist<sup>16</sup>**

**1. Plan for the impact of a pandemic on your business:**

<b>Tasks</b>	<b>Not Started</b>	<b>In Progress</b>	<b>Completed</b>
1. Identify a pandemic coordinator and/or team with defined roles and responsibilities for preparedness and response planning. The planning process should include input from labour representatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Identify essential employees and other critical inputs (e.g. raw materials, suppliers, sub-contractor services/ products, and logistics) required to maintain business operations by location and function during a pandemic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Train and prepare ancillary workforce (e.g. contractors, employees in other job titles/descriptions, retirees).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Develop and plan for scenarios likely to result in an increase or decrease in demand for your products and/or services during a pandemic (e.g. effect of restriction on mass gatherings, need for hygiene supplies).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Determine potential impact of a pandemic on company business financials using multiple possible scenarios that affect different product lines and/or production sites.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Determine potential impact of a pandemic on business-related domestic and international travel (e.g. quarantines, border closures).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Find up-to-date, reliable pandemic information from community public health, emergency management, and other sources and make sustainable links.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Establish an emergency communications plan and revise periodically. This plan includes identification of key contacts (with back-ups), chain of communications (including suppliers and customers), and processes for tracking and communicating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<sup>16</sup> Capital Health, Edmonton, Alberta: Pandemic Influenza – Business Checklist, ([http://www.capitalhealth.ca/EspecialyFor/PandemicInfluenza/Pandemic\\_Business\\_Checklist.htm](http://www.capitalhealth.ca/EspecialyFor/PandemicInfluenza/Pandemic_Business_Checklist.htm))

business and employee status.

9. Implement an exercise/drill to test your plan, and revise periodically.

**2. Plan for the impact of a pandemic on your employees and customers:**

<b>Tasks</b>	<b>Not Started</b>	<b>In Progress</b>	<b>Completed</b>
1. Forecast and allow for employee absences during a pandemic due to factors such as personal illness, family member illness, community containment measures and quarantines, school and/or business closures, and public transportation closures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Implement guidelines to modify the frequency and type of face-to-face contact (e.g. hand-shaking, seating in meetings, office layout, shared workstations) among employees and between employees and customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Encourage/ track annual employee flu vaccination.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Evaluate employee access to and availability of healthcare services during a pandemic, and improve services as needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Evaluate employee access to and availability of mental health and social services during a pandemic, including corporate, community, and faith-based resources, and improve services as needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Identify employees and key customers with special needs, and incorporate the requirements of such persons into your preparedness plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Establish policies to be implemented during a pandemic:**

<b>Tasks</b>	<b>Not Started</b>	<b>In Progress</b>	<b>Completed</b>
1. Establish policies for employee compensation and sick-leave absences unique to a pandemic (e.g. non-punitive, liberal leave), including policies on when a previously ill person is no longer infectious and can return to work after illness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Establish flexible policies re: worksite (e.g. tele-commuting) and work hours (e.g. a.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Business Continuity Planning Guide for Influenza Pandemic

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staggered shifts).

- |   |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|
| 3. Establish policies to prevent influenza spread at the worksite (e.g. respiratory hygiene/cough etiquette, and prompt exclusion of people with influenza symptoms).   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Establish policies for employees who have been exposed to pandemic influenza, are suspected to be ill, or become ill at the worksite (e.g. infection control response, immediate mandatory sick leave).  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Establish policies for restricting travel to affected geographic areas (consider both domestic and international sites), evacuating employees working in or near an affected area when an outbreak begins, and guidance for employees returning from affected areas. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Set up authorities, triggers, and procedures for activating and terminating the company's response plan, altering business operations (e.g. shutting down operations in affected areas), and transferring business knowledge to key employees.                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### 4. Allocate resources to protect your employees and customers during a pandemic:

Tasks	Not Started	In Progress	Completed
1. Provide sufficient and accessible infection-control supplies (e.g. hand-hygiene products, tissues and receptacles for their disposal) in all business locations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Enhance communications and information technology infrastructures as needed to support employee telecommuting and remote customer access.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Ensure availability of medical consultation and advice for emergency response.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 5. Communicate to and educate your employees:

Tasks	Not Started	In Progress	Completed
1. Develop and disseminate programs and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

materials covering pandemic fundamentals (e.g. signs and symptoms of influenza, modes of transmission), personal and family protection and response strategies (e.g. hand hygiene, coughing/sneezing etiquette, contingency plans).

- |  |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|
| 2. Anticipate employee fear and anxiety, rumours and misinformation and plan communications accordingly.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Ensure that communications are culturally and linguistically appropriate.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Disseminate information to employees about your pandemic preparedness and response plan.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Provide information for the at-home care of ill employees and family members.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Develop platforms (e.g. hotlines, dedicated Websites) for communicating pandemic status and actions to employees, vendors, suppliers, and customers inside and outside the worksite in a consistent and timely way, including redundancies in the emergency contact system. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Identify community sources for timely and accurate pandemic information (domestic and international) and resources for obtaining counter-measures (e.g. vaccines and antivirals).   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**6. Coordinate with external organizations and help your community:**

- | <b>Tasks</b>  | <b>Not Started</b>       | <b>In Progress</b>       | <b>Completed</b>         |
|---|--------------------------|--------------------------|--------------------------|
| 1. Collaborate with insurers, health plans, and major local healthcare facilities to share your pandemic plans and understand their capabilities and plans.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Collaborate with federal, provincial, and local public health agencies and/or emergency responders to participate in their planning processes, share your pandemic plans, and understand their capabilities and plans. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Communicate with local or provincial public health agencies and/or emergency responders about the assets and/or services your business could contribute to the community.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Share best practices with other businesses   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



in your communities, chambers of commerce, and associations to improve community response efforts.

### 2.0 Links

The following Websites will provide further information about pandemic influenza and Business Continuity Planning:

Federal: <http://www.influenza.gc.ca/>

Provincial and Territorial Pandemic Planning:

1) [http://www.influenza.gc.ca/pt\\_e.html](http://www.influenza.gc.ca/pt_e.html)

2) <http://www.medec.org/pandemic-planning.asp?s=6&i=1-2>

Health Canada: [http://www.hc-sc.gc.ca/iyh-vsv/diseases-maladies/avian-aviare\\_e.html](http://www.hc-sc.gc.ca/iyh-vsv/diseases-maladies/avian-aviare_e.html)

Canadian Pandemic Influenza Plan: <http://www.phac-aspc.gc.ca/cpip-pclcpi/index.html>

"Business Continuity Guide", Government of Canada: [http://www.hc-sc.gc.ca/iyh-vsv/alt\\_formats/cmcd-dcmc/pdf/avian-aviare\\_f.pdf](http://www.hc-sc.gc.ca/iyh-vsv/alt_formats/cmcd-dcmc/pdf/avian-aviare_f.pdf)

Pandemic Preparedness Government of Canada:  
[http://www.safecanada.ca/pandemic/index\\_e.asp](http://www.safecanada.ca/pandemic/index_e.asp)

Canadian Manufacturers & Exporters:  
[http://www.cme-mec.ca/national/template\\_na.asp?p=22](http://www.cme-mec.ca/national/template_na.asp?p=22)

### 3.0 References

1 - Public Health Agency of Canada:

[http://www.phacaspc.gc.ca/influenza/pandemic\\_qa\\_e.html](http://www.phacaspc.gc.ca/influenza/pandemic_qa_e.html) - 2

2 - World Health Organization (WHO): WHO Strategic Action Plan for Pandemic Influenza 2006-2007, pg3

[http://www.who.int/csr/resources/publications/influenza/WHO\\_CDS\\_EPR\\_GIP\\_2006\\_2/en/index.html](http://www.who.int/csr/resources/publications/influenza/WHO_CDS_EPR_GIP_2006_2/en/index.html)

Special note: WHO do not endorses any of BDC specific company or products.

3 - Adapted with permission from Halton region Health Department, Ontario: Pandemic Influenza Response Plan,

[http://www.halton.ca/health/services/communicable\\_disease/pandemic\\_influenza.htm](http://www.halton.ca/health/services/communicable_disease/pandemic_influenza.htm)

[http://www.halton.ca/health/Resources/cd\\_infection\\_control/pdf/pandemic\\_influenza\\_business\\_continuity\\_toolkit.pdf](http://www.halton.ca/health/Resources/cd_infection_control/pdf/pandemic_influenza_business_continuity_toolkit.pdf)

4 - Canadian Manufacturers & Exporters: Preparing for the Pandemic, CME Releases, Tuesday, March 21, 2006, <http://www.cme-mec.ca/national/media.asp?ID=698>

5 - BMO Nesbitt Burns, "The Avian Flu Crisis: An Economic Update", pg 13:

<http://www.bmonesbittburns.com/economics/reports/20060313/report.pdf>

6 - Canadian Manufacturers & Exporters: "Influenza Pandemic: Continuity Planning Guide for Canadian Business, March 2006, page 4: [http://www.cme-mec.ca/national/template\\_na.asp?p=22](http://www.cme-mec.ca/national/template_na.asp?p=22)

7-8-9-10-11-12 Canadian Manufacturers & Exporters: "Influenza Pandemic: Continuity Planning Guide for Canadian Business, March 2006, page 6: [http://www.cme-mec.ca/national/template\\_na.asp?p=22](http://www.cme-mec.ca/national/template_na.asp?p=22)

13 - Public Safety and Emergency Preparedness Canada (PSEPC): <http://www.psepc-sppcc.gc.ca/prg/em/qds/bcp-en.asp> Public Safety Canada.- Reproduced with the permission of the Minister of Public Works and Government Services Canada, 2007

14 - Canadian Manufacturers & Exporters: "Influenza Pandemic: Continuity Planning Guide for Canadian Business, March 2006, page 12:

[http://www.cmemec.ca/national/template\\_na.asp?p=22](http://www.cmemec.ca/national/template_na.asp?p=22)

15 - Adapted with permission from Halton region Health Department, Ontario: Pandemic Influenza Response Plan,

[http://www.halton.ca/health/services/communicable\\_disease/pandemic\\_influenza.htm](http://www.halton.ca/health/services/communicable_disease/pandemic_influenza.htm)

[http://www.halton.ca/health/Resources/cd\\_infection\\_control/pdf/pandemic\\_influenza\\_business\\_continuity\\_toolkit.pdf](http://www.halton.ca/health/Resources/cd_infection_control/pdf/pandemic_influenza_business_continuity_toolkit.pdf)

16 - Capital Health, Edmonton, Alberta: Pandemic Influenza – Business Checklist,

([http://www.capitalhealth.ca/EspeciallyFor/PandemicInfluenza/Pandemic\\_Business\\_Checklist.htm](http://www.capitalhealth.ca/EspeciallyFor/PandemicInfluenza/Pandemic_Business_Checklist.htm))