



ANNEX A

CRITICAL INCIDENT RESPONSE TEAM (CIRT) MANUAL

PANDEMIC INFLUENZA RESPONSE PLAN

revised
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I. Plan Authorization

A public health emergency exists with the emergence of a serious illness that threatens to overwhelm public and private health systems such as multiple cases of meningitis or illness in thousands of people infected as a result of an influenza pandemic or bioterrorist attack. The initial response to the health and safety consequences of a public health emergency will generally occur at Ohio University level with close monitoring and assistance from the Athens County Health Department and the Ohio Department of Health.

This plan should be exercised on a periodic basis to ensure its practicality and completeness. Although this plan is written to respond to a pandemic caused by influenza, the plan itself can be used in the event of other public health emergencies.

The goals of this plan are to:

1. Ensure that Ohio University conducts an ongoing public health emergency planning process.
2. Build collaborative networks between the public health and health service systems of Ohio University and the surrounding community.
3. Define relationships, responsibilities and communication between Ohio University and public health and safety organizations at the local, state and regional levels.
4. Assure that appropriate authorities are in place and understood for an emergency.
5. Obtain the necessary support and resources, in advance of an emergency, from the Athens County Health Department and Ohio Board of Health, Ohio University administration, faculty, staff, and students and other community partners.
6. Focus on actions most crucial to an effective public health emergency response as it affects or is affected by Ohio University. At a minimum these actions include the following:
 - a. Devise and articulate a concept of operations (i.e., the command structure and lines of authority and communication for managing activities during an emergency);
 - b. Develop policies and procedures for distributing and monitoring vaccines or pharmaceuticals;
 - c. Develop a communications plan for effective interactions with the media, the medical community, students, faculty, staff and the general public.
 - d. Develop contingency plans designed to ensure the maintenance of essential services including:
 - i. Providing adequate medical care when primary delivery systems are disrupted.
 - ii. Devising strategies for protecting key functions related to Ohio University's teaching, research and service missions.
 - iii. Assessing the readiness of resources (people, facilities, capital) likely to be mobilized by Ohio University or external agencies in the event of a pandemic.
 - e. Develop infectious disease prevention and mitigation strategies, including:
 - i. Contingency plans for increasing or maintaining personnel delivering essential services or performing essential functions.
 - ii. Contingency plans, developed in conjunction with the appropriate authorities, for closing campus facilities, suspending academic classes and canceling or postponing University events.

7. This plan will be incorporated into the Ohio University Critical Incident Response Team Manual. The plan has been designed to work in concert with Ohio University's Critical Incident Management strategy which incorporates an "All Hazards" approach. Effort was made to maintain consistency with existing authorities, planning assumptions, systems, procedures, and organizational structures. Interface with other levels of government is also addressed.

II. Executive Summary

The Ohio University Pandemic Influenza Response Plan (hereinafter "plan") is a guide for Ohio University to use when preparing for and subsequently responding to a public health emergency, specifically an influenza pandemic. This plan is designed to supplement the Ohio University Critical Incident Response Team (CIRT) Manual. The primary purpose of this plan is to create a self-contained manual with the relevant information necessary to reduce the impact of interruptions caused by a public health emergency in order to protect the life, health, integrity and welfare of Ohio University community members, their families and the community at large.

Despite annual vaccinations, the United States faces a burden from influenza that results in approximately 36,000 deaths and 200,000 hospitalizations each year. A pandemic could result in significantly higher numbers of illness, hospitalizations, and mortalities than any regular influenza season. An influenza pandemic or other public health emergency could affect Ohio University differently than a natural disaster or terrorist activity. During a pandemic, most buildings and physical structures would remain intact provided that they continue to receive maintenance. However, personnel absences due to personal illness, perceived illness or caretaker responsibilities would limit the ability of Ohio University to continue providing full, regular services. Therefore, this plan adopts the concept that during a pandemic Ohio University may reduce services to "essential" services. Essential services are defined as those services necessary to protect the health and safety of University community members and avoid significant damage to University property. The plan was prepared with attention to Ohio University's academic and research missions.

The plan is composed of four Sections: Plan Structure, Development, Coordination, and Evaluation (Section A); Public Health: Surveillance, Epidemiology and Disease Control (Section B); Communications (Section C); Continuity of Operations (Section D).

Sensitive information such as locations of strategic items or other potential security concerns are not contained within this plan. Personnel requiring access to sensitive information not contained within this plan should follow existing protocol or contact their supervisor.

The plan highlights the requirement that University actions align with other organizations at the local, state and national levels that are similarly committed to assuring health and safety of the public.

III. Basic Plan

PRINCIPLES UPON WHICH THE PLAN IS BASED

1. The Ohio University Pandemic Influenza Response Plan is an Annex to Ohio University's Critical Incident Response Team Manual and maintained by the Ohio University Emergency Programs Coordinator in the Department of Safety & Risk Management.
2. A public health emergency such as an influenza pandemic represents a low to moderate probability of occurring. However, an influenza pandemic would be a high-consequence event. This makes planning more challenging than for more conventional threats that, by comparison, are higher probability but lower consequence.
3. Pandemic influenza planning activities represent a subset of broader all-hazards emergency planning. Many of the activities to maximize pandemic influenza preparedness and response will also enhance capabilities for other threats including but not limited to natural disasters, errors from human mistakes and intentional terrorist acts.

4. Coordinated pandemic influenza planning must occur across Ohio University in:
 - a. Central Administration
 - b. Student Health Center
 - c. All University Colleges
 - d. All University departments, units and offices essential to protect the health and security of persons and University structures
5. The plan utilizes an organizational framework compatible with the National Incident Management System (NIMS).
6. The plan utilizes a phased approach to disease emergence referencing models developed by the World Health Organization (WHO), Department of Homeland Security (DOHS), Centers for Disease Control and Prevention (CDC) and Department of Health and Human Services (DHHS).

The phases are:

- a. Alert/Standby: A virus with pandemic potential present somewhere in the world (WHO Stages 1-3) Response Level 0 = Passive Surveillance
 - b. Limited Services: Effective but limited transmission of a virus with pandemic potential from one person to another anywhere in the world but still highly localized (WHO Stage 4) Response Level 1 = Active Surveillance
 - c. Intermediate Services: Larger clusters of human to human transmission (substantial pandemic risk) (WHO Stage 5) Response Level 2 = Health Response
 - d. Full Services: increased and sustained effective transmission human to human (WHO Stage 6) Response Level 3 = Full Scale Activation
 - e. Recovery/Preparation for Next Wave: Dramatic reduction in new reported cases of illness
7. The plan will be coordinated with State and Local Public Health and Emergency Management officials and their existing agency plans (e.g., Athens County Health Department Pandemic Influenza Plan).
 8. Ohio University will have a plan for continuity of operations.
 9. An information plan is necessary to educate students, faculty, staff, and their families about:
 - a. Individual responsibility to limit the spread of infection if they or their family members become ill
 - b. Nonpharmaceutical measures to limit infection, including social distancing
 - c. Preparedness planning at Ohio University, county, state, and federal levels

ASSUMPTIONS: PANDEMIC INFLUENZA

1. A virus with pandemic potential anywhere represents a risk to populations everywhere.
2. As shown during 1918-1919, an influenza pandemic may create several waves of acute health crises with each wave lasting for approximately three months.
3. An influenza pandemic might not follow traditional seasonal influenza patterns.
4. The first wave of a pandemic could have the greatest health consequences.
5. The first pandemic outbreak of influenza would most likely not occur in the United States.

6. Once a confirmed pandemic influenza case is reported in the United States, federal and state officials will respond quickly to isolate and control; this plan assumes those attempts may be unsuccessful, resulting in impact to Ohio University.
7. Ohio University may be expected to provide health care services needed by its students, faculty and staff during a pandemic.
8. During a pandemic, individuals may seek health care services closest to their residence.
9. University resources may be considered community and state assets in responding to a pandemic.
10. Vaccines may not be available for the first six months following specific identification of the virus causing the pandemic.
11. Antivirals may be in limited supply or of limited effectiveness throughout the pandemic and subject to use restrictions imposed by state and federal authorities.
12. Based on National (CDC) estimates during a severe pandemic:
 - a. 35% of Students, Staff and Faculty may be ill
 - b. 15% of Students, Staff and Faculty may require treatment
 - c. there may be a 2% mortality rate
13. Health care workers and other essential service providers may anticipate an infection rate similar to the general population.
14. Absenteeism may reach as high as 40% due to personal illness, family caretaking responsibilities or voluntary absenteeism due to concerns of contracting influenza.
15. Utilization of limited University health care resources may be subject to a priority needs protocol set by state or federal authorities.
16. International and domestic travel may be restricted.
17. Social distancing strategies including the imposition of quarantine and isolation may be necessary.
18. Quarantine and isolation strategies will most likely be voluntary and require serious community efforts to be effective.
19. Personal protective equipment may be needed to be available on a wide basis, especially for those exposed to greater health risks than the general public. Personal protective equipment may be in short supply during a pandemic and subject to priority needs protocols.
20. Internal and external communications will need to be intensified, coordinated and rapid.
21. Decisions may need to be made rapidly using limited or incomplete information.
22. Services providing for fundamental human needs may be in short supply.
23. During each wave of contagion, there may be significant economic disruption, including inventory shortages, shipment delays, and reduced business activities.
24. There may be widespread circulation of conflicting information, misinformation, and rumors, highlighting the need for coordinated communications.
25. Many faculty and staff are likely to remain on campus and available for work unless authorities close Ohio University or impose quarantine measures.
26. Most professional and graduate students are likely to remain on campus or in the immediate community and will want to continue to work toward their degrees.
27. Most undergraduate students are likely to leave campus to return to their families.

28. Contagious employees will come to work, both asymptomatic and symptomatic, who feel compelled to work. Steps will need to be taken to minimize this risk.
29. Closure of the campus or suspension of classes may occur through a variety of ways including a joint decision involving Ohio University, Ohio Department of Health and Athens County Health Department; unilateral order from the Governor of Ohio or from a public health agency or from the Ohio Board of Regents.
30. At WHO Phase 3 the critical incident response command team, including persons with medical knowledge and experience, will be activated to plan how best to inform and educate the Ohio University community and provide available resources to mitigate the impact of a pandemic.
31. Demand from faculty and staff for medical treatment and advice may increase.
32. All public information will be coordinated and disseminated by University Media Relations staff as a part of the Critical Incident Response Team with assistance from other University departments and/or personnel. The incident command team will include a Public Information Officer (PIO) assignment to disseminate information to the public.
33. Effective communications are a critical element within all aspects of this plan. The audiences for communications are varied and diverse, including University faculty, staff and students; family members of these groups; local media; city and county community members; other higher education institutions in the State; and the general public.
34. After the first wave has passed, resumption of normal activities in private and public sectors may be difficult. There will be grieving for the deceased and concerns over the potential for the next pandemic wave (particularly in the event that an effective vaccine is not developed during the first wave). Ohio University will need to make mental health services available for staff, as well as provide information for supervisors to identify the signs of stress among staff.

IV. CONCEPT OF OPERATIONS

The protection of the health and welfare of the Ohio University community will be managed by Ohio University. Athens County Health Department (ACHD), the Ohio Department of Health (ODH), and other agencies when appropriate, as well as the Centers for Disease Control and Prevention (CDC), will provide technical assistance when requested or in cases where emergency needs exceed the capability of University response resources. In extreme circumstances, such as the incapacitation of Ohio University officials, the state may assume direction and control responsibilities within the campus.

In a very large outbreak of disease, many or all communities will be affected and the state may not be able to meet all requests for assistance. Under these circumstances the state will use available mechanisms, including the National Response Framework, for obtaining resources and other assistance from the federal government.

With assistance from county, state and federal agencies, Ohio University will be responsible for:

1. Management of epidemiologic surveillance and response activities, including contact tracing and the selection and implementation of disease control and prevention measures, such as vaccine/pharmaceutical administration for prophylactic or treatment purposes.
2. Communication of information to students, staff and faculty regarding prevention and control measures and the local effects of a disease.
3. Maintenance of health care and other essential Ohio University functions during periods of high absenteeism.

V. Organization and Responsibilities

Ohio University will perform the following functions:

1. Establish methods for notification;
2. Develop and maintain this plan in collaboration with other agencies;
3. Identify resources (personnel, supplies, reference materials) to carry out an emergency vaccination or medication dispensing/administration (“triaging”) clinic;
4. Obtain information from neighboring jurisdictions, as needed to develop and maintain this plan;
5. Coordinate emergency exercises to test this plan as needed; and
6. Conduct or otherwise arrange to provide emergency related training as needed.

Programs and offices with responsibilities under this plan will develop and maintain procedures for implementing this plan. ACHD and ODH will provide assistance to Ohio University as provided for in state statute and the Ohio Emergency Response Plan.

VI. Plan Review and Maintenance

This plan will be reviewed and updated as necessary such as after an exercise or an actual disease outbreak, but not less than biennially. The Ohio University Emergency Programs Coordinator is identified to receive edits and updates for any materials within this plan.

Those items that should be reviewed include, but are not limited to:

1. Community notification and alerting lists, including contact information for personnel who perform essential functions.
2. Inventories and/or identified sources of critical equipment, supplies and other resources.
3. Facility and community-specific functions and procedures.

The following apply to the review and maintenance of this plan.

1. It is the responsibility of the Assistant Vice President, Safety & Risk Management (Critical Incident Response Team Leader) to coordinate the review and maintenance of this plan supported by University officials, departments, facilities, and others who have a role in emergency response under the plan.
2. The plan must be reviewed on a biennial basis or as necessary.
3. Departments, agencies and facilities that maintain sections and/or procedures that are a part of this plan should review the portions of the plan pertaining to their function on a regular basis.
4. The Assistant Vice President, Safety & Risk Management (Critical Incident Response Team Leader) is responsible for ensuring that plan changes are disseminated in a timely manner.

SECTION A

PLAN STRUCTURE, DEVELOPMENT, COORDINATION AND EVALUATION

I. Purpose

The purpose of the Ohio University Pandemic Influenza Response Plan is to provide effective and unified response during a public health emergency.

II. Situation

All Ohio counties are required to develop and maintain all hazard emergency response plans to cope with major disasters such as tornadoes, floods, airplane crashes, and hazardous materials releases. These plans address many aspects including command and control functions, descriptions and operation of emergency communication systems, public health and medical care resources, and other key response elements. However, public health emergency planning requires the consideration of factors not normally addressed in all hazard emergency response plans.

One difference between public health emergencies and natural disasters is the potential for widespread adverse effects on human health but negligible effects on physical infrastructure. Catastrophic health effects caused by a public health emergency may disrupt critical human infrastructure. A second difference is that a public health emergency is not focused on a geographically discrete “incident scene.”

III. RESPONSE PARTNERS NEEDED TO IMPLEMENT THIS PLAN

In order to effectively implement Ohio University’s Pandemic Influenza Response Plan, partners from both Ohio University and community are essential in providing expertise to assist in addressing the types of response required for each situation. These partners include:

1. Numerous Ohio University offices and/or individuals
2. Various community officials
3. Community health care providers

IV. ROLES AND RESPONSIBILITIES

A. Role of the President of Ohio University

The President of Ohio University is ultimately responsible for protecting the health and safety of Ohio University’s staff, faculty, students and visitors during an emergency. Specific responsibilities as applied to a public health emergency may include:

1. Being prepared to potentially answer the following questions during an emergency:
 - a. Who is the Incident Commander for Ohio University?
 - b. Who is the Ohio University Public Information Officer?
 - c. Who is populating Ohio University’s NIMS chart (CIRT)?
 - d. What is the overall situation (e.g., areas affected, number of people affected)?
 - e. Does Ohio University have enough resources to respond to the incident? If not, who has these resources and how will they be obtained?
2. Considering the need for a local emergency declaration in consultation with the County Public Health Director and the County Emergency Management Director.

3. Obtaining copies of all press releases and summaries of all statements provided to the media in live or taped broadcasts.
4. Participating in press conferences, in collaboration with state or local officials.

B. Internal and External Initial Notifications

The threat or actual occurrence of an emergency requires prompt notification of those individuals and agencies that may play a role in effecting a response.

C. Use of an Incident Command System

During a public health emergency of any size, direction, control, and coordination of all aspects of the response is a major determinant of success and becomes essential when the response includes multiple jurisdictions and/or agencies. The National Incident Management System (NIMS) is a widely used and accepted incident command system that is appropriate for use during a public health emergency. A basic premise of NIMS is that agencies with jurisdictional responsibilities and authority at an incident will contribute to the process of:

1. Determining response strategies;
2. Selecting response objectives;
3. Jointly planning tactical activities and their application;
4. Ensuring integrated planning and application of operational requirements, including emergency measures and vaccine management/pharmaceutical dispensing;
5. Ensuring that span of control remains within acceptable limits;
6. Maximizing effectiveness of available resources and tracking their use throughout the incident period; and
7. Ensuring dissemination of accurate and consistent information.
8. The incident command organizational structure for Ohio University, following a NIMS framework, is found in University Policy 44.100, Critical Incidents.

D. Responsible University Authority

The President of Ohio University, in conjunction with the Executive Vice President and Provost, is the lead authority for Ohio University's preparation, response and recovery from a public health emergency.

The President may appoint an Incident Commander. In conjunction with the Incident Commander, the President may appoint a Safety Officer, Liaison Officer, Public Information Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance and Administration Section Chief. All appointments may be predetermined prior to a public health emergency.

Depending upon the size of an incident on campus, the Incident Commander may find it necessary to activate the incident command system (ICS) organizational chart which consists of the members of the Ohio University CIRT.

E. Responsible Local Agency

Athens County Health Department (ACHD) is the lead local agency for responding to a public health emergency. The director of ACHD, or a designee, is responsible for the development and implementation of the county plan.

F. Responsible State Agency

The Ohio Department of Health (ODH) is the lead state agency for response to a public health emergency. ODH will disseminate information concerning an emergency to county public health departments, including information on prevention and control.

SECTION B

PUBLIC HEALTH: SURVEILLANCE, EPIDEMIOLOGY AND DISEASE CONTROL

Ohio University has established practices related to public health events which will continue in the event of pandemic influenza. Disease control measures must be consistent and in conjunction with county, state, and national policy. Established disease control measures will be followed until appropriate adjustments are needed to address an evolving pandemic. New measures will be implemented as identified by federal, state, and county policy development.

Ohio University Activities by Response Level (Based on delineation of the World Health Organization (WHO) threat model)

This is not a comprehensive plan. As a pandemic influenza event unfolds and as circumstances warrant, responses may vary. Official guidance will be taken from the Ohio Department of Health. Individual departments listed in this general plan need to make appropriate assessments of services they provide to Ohio University and have procedures in-place to insure that those services continue during a pandemic influenza event.

I. Ohio University Pandemic Influenza Response Plan

Response Levels: *Adapted from the Athens County Health Department’s Pandemic Preparedness & Response Plan*

Level 1 – Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans

Level 2 – Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to but may not yet be fully transmissible (substantial pandemic risk)

Level 3 – Pandemic: increased and sustained transmission on the general public

Ohio University Pandemic Influenza Response Plan Response by Levels: Level 1, Level 2 and Level 3			
	Level 1	Level 2 (in addition to Level 1 actions)	Level 3 (in addition to Level 2 actions)
Assessment Team Director or Designee of the following Departments: <ul style="list-style-type: none"> • Student Health Services • Safety & Risk Management • EHS • OUPD • Dining Services 	1. Assessment Team Meets 2. Monitor situation (Director of Student Health Services, EHS, Public Health) 3. Identify essential and non-essential personnel in conjunction with Human Resources (may change with each level) 4. Determine three core groups of personnel that can handle University essential services for each shift in conjunction with Human Resources 5. Prepare for National suggestions of Personal Protective Equipment (PPE)	1. Assessment Team Meets 2. Monitor situation (Director of Student Health Services, EHS, Public Health) 3. Identify essential and non-essential personnel in conjunction with Human Resources (may change with each level) 4. Determine three core groups of personnel that can handle University essential services for each shift in conjunction with Human Resources (24 hr staffing)	1. Maintain contact amongst Assessment Team 2. Monitor situation (Director of Student Health Services, EHS, Public Health) 3. Identify essential and non-essential personnel in conjunction with Human Resources (may change with each level) 4. Determine three core groups of personnel that can handle

Ohio University Pandemic Influenza Response Plan Response by Levels: Level 1, Level 2 and Level 3			
	Level 1	Level 2 (in addition to Level 1 actions)	Level 3 (in addition to Level 2 actions)
<ul style="list-style-type: none"> • Residential Housing • Facilities Management • Media Relations • Student Affairs • Human Resources 		5. Consider (University wide) essential personnel for PPE per National Standards	<p>University essential services for each shift in conjunction with Human Resources (24 hr staffing)</p> <p>5. Consider (University wide) essential personnel for PPE per National Standards</p>
Incident Commander	<ol style="list-style-type: none"> 1. Communicate w/ Athens City-County Health Dept and OUEHS regarding planning and surveillance 2. Communicate with other college Student Health Services and EHS Departments 3. Monitor national response/surveillance 4. Alert Assessment Team on any changes/updates 5. Establish communication w/ Deans regarding status of preparedness 6. Update emergency action plan as situation evolves 7. In conjunction w/ Media Relations, issue communication(s) to campus community regarding status of disease spread, self protection and University response (e-mail, website, Town Hall meetings, etc) 	<ol style="list-style-type: none"> 1. Communicate w/ Athens City-County Health Dept and OUEHS regarding planning and surveillance 2. Notify Vice Presidents and Senior Officers 3. Notify Student Affairs and Psychological Services 4. Communicate w/ Residential Housing, Dining Services & Custodial Services on number of potential contacts 5. Compose communications w/ Media Relations for the campus community regarding signs/symptoms, protocols for referral of suspected cases 6. Consider (University wide) essential personnel for PPE per National Standards 	<ol style="list-style-type: none"> 1. Communicate w/ Athens City-County Health Dept and OUEHS regarding planning and surveillance 2. Communicate w/ Vice Presidents and Senior Officers 3. Activate Emergency Operations Center 4. Recommend temporary closure of building(s) and suspension of student and academic activities 5. Use core groups of personnel on shifts keeping majority of work force home but rotate the shift work force (keep all on payroll)
OU PD	<ol style="list-style-type: none"> 1. Receive training on influenza 2. Alert Student Health Center if encountering individual(s) w/ flu-like symptoms 	<ol style="list-style-type: none"> 1. Implement protocol(s) on transporting individual(s) to hospital 2. Alert Student Health Center if encountering individual(s) w/ flu-like symptoms 	<ol style="list-style-type: none"> 1. Secure buildings (normal procedures) and post signage 2. Assist Health Center 3. Follow/enforce restrictions placed by Athens City-County

Ohio University Pandemic Influenza Response Plan Response by Levels: Level 1, Level 2 and Level 3			
	Level 1	Level 2 (in addition to Level 1 actions)	Level 3 (in addition to Level 2 actions)
			Health Commissioner
EHS	<ol style="list-style-type: none"> 1. Assess respiratory protection plan and resources 2. Review contract w/ hazardous material company for professional cleanup 3. Prepare for National suggestions of Personal Protective Equipment (PPE) 	<ol style="list-style-type: none"> 1. Arrange for additional medical waste pickups and/or activate use of incinerator and autoclaves 2. Consider (University wide) essential personnel for PPE per National Standards 	<ol style="list-style-type: none"> 1. Assist w/ notifications 2. Assist Health Center
Facilities Management	<ol style="list-style-type: none"> 1. Receive training on influenza 2. Identify building ventilation systems 3. Prepare for National suggestions of Personal Protective Equipment (PPE) 	<ol style="list-style-type: none"> 1. Consider (University wide) essential personnel for PPE per National Standards 	<ol style="list-style-type: none"> 1. Stand by to shut off utilities as directed by Incident Commander, if necessary
President's Office	<ol style="list-style-type: none"> 1. Communicate with IC and relay information to President's staff 2. Communicate with Assessment Team 	<ol style="list-style-type: none"> 1. Same as Level 1 	<ol style="list-style-type: none"> 1. Same as Level 1
Media Relations	<ol style="list-style-type: none"> 1. Draft internal and external bulletins and announcements 	<ol style="list-style-type: none"> 1. Appoint liaison to interface with the Assessment Team 2. Write and record bulletins and updates on Ohio University's Emergency Information outlets 3. Write scripts for phone tree 4. Request to campus that faculty and staff and their families to report all flu cases to Assessment Team 	<ol style="list-style-type: none"> 1. Organize phone banks, if necessary (phone banks can refer callers to emergency services, take messages, support rumor control) 2. Establish a Media Relations Center: coordinate press releases, and manage news teams and interviews, etc
Dining Services	<ol style="list-style-type: none"> 1. Receive training on influenza 2. Ensure emergency response menu is planned for various degrees of need 3. Inventory additional food stuffs and water as appropriate 4. Ensure food delivery process 	<ol style="list-style-type: none"> 1. Recall essential personnel 2. Enact emergency phone contact tree 3. Identify meal delivery need and method 4. Identify roles of essential staff 	<ol style="list-style-type: none"> 1. Activate plan from Level 2 in conjunction with guidance from the Athens City-County Health Department

Ohio University Pandemic Influenza Response Plan Response by Levels: Level 1, Level 2 and Level 3			
	Level 1	Level 2 (in addition to Level 1 actions)	Level 3 (in addition to Level 2 actions)
	<p>planned and supplies are on hand</p> <p>5. Prepare for National suggestions of Personal Protective Equipment (PPE)</p>	<p>5. Consider (University wide) essential personnel for PPE per National Standards</p>	
Residential Housing	<p>1. Receive training on influenza</p>	<p>1. Enact emergency phone contact tree</p> <p>2. Identify roles of essential staff</p>	<p>1. Activate plan from Level 2 in conjunction with guidance from the Athens City-County Health Department</p>
Custodial Services	<p>1. Receive training on influenza</p> <p>2. Inventory cleaning supplies as appropriate</p> <p>3. Prepare for National suggestions of Personal Protective Equipment (PPE)</p>	<p>1. Recall essential personnel</p> <p>2. Enact emergency phone contact tree</p> <p>3. Identify roles of essential staff</p> <p>4. Consider (University wide) essential personnel for PPE per National Standards</p>	<p>1. Activate plan from Level 2 in conjunction with guidance from the Athens City-County Health Department</p>
Risk Management	<p>1. Identify risk exposures for which insurance can and cannot be obtained including associated financial impact.</p> <p>2. Identify steps that must be taken to monitor and protect insurance coverage.</p> <p>3. Benchmark risk management response and insurance coverage options with peer universities.</p>	<p>1. Communicate with insurance carriers on evolving campus issues.</p>	<p>1. Assess actual risk/insurance claim issues.</p>
Student Health Services	<p>1. Implement normal universal precautions</p>	<p>1. Track locations of persons who have same illness</p>	<p>1. Develop plans to treat patients at affected dorms, maintain isolation as much as possible</p>
OIT	<p>1. Assess supplemental telecomm./computing hardware/software needs:</p> <ul style="list-style-type: none"> • Student Affairs • Health Services • Public Relations • Counseling Center • Human Resources 	<p>1. Purchase/contract for supplemental telecommunications/ computing hardware/ software needs.</p>	<p>1. Add additional phone lines to EOC, quarantine areas, and functional groups</p> <p>2. Assist with publishing messages from Public Relations on a periodic basis on Ohio University's front page</p>

Ohio University Pandemic Influenza Response Plan Response by Levels: Level 1, Level 2 and Level 3			
	Level 1	Level 2 (in addition to Level 1 actions)	Level 3 (in addition to Level 2 actions)
	<ul style="list-style-type: none"> • Telecommunications <ol style="list-style-type: none"> 2. Assess needs for webpage support 3. Develop plan for adding volunteers to public email addresses. 4. Develop plan for distributing telephone calls to homes or phone banks 		<ol style="list-style-type: none"> 3. Assist with email message distribution 4. Set up podium and microphones for media center at PPG 5. Provide guidance for forwarding phones and setting up "bounce messages"
Student Affairs	<ol style="list-style-type: none"> 1. Communicate with Advisory Team 2. Communicate with staff and students as to current situation 	<ol style="list-style-type: none"> 1. Arrange for monitoring/delivery of medications and other goods and services to isolated areas 2. Assist w/ relocation of students 3. Assist w/ telephone consultation and support 4. Essential personnel receive respirators and training from EHS for use on voluntary basis 	<ol style="list-style-type: none"> 1. Identify student events where confirmed patients have attended 2. Residential staff assists Health Center
Human Resources	<ol style="list-style-type: none"> 1. Receive training on influenza 2. Identify essential personnel 3. Review call-off policy 4. Prepare to identify personnel available for telephone support work 	<ol style="list-style-type: none"> 1. Same as Level 1 	<ol style="list-style-type: none"> 1. Same as Level 1

Additional Resources which could be utilized in a pandemic influenza event:

- | | |
|---|--|
| <input type="checkbox"/> Virologists | <input type="checkbox"/> Legal |
| <input type="checkbox"/> Health and Human Services Faculty | <input type="checkbox"/> People already tested for Respiratory Program |
| <input type="checkbox"/> Education – Call Center at McCracken | <input type="checkbox"/> Environmental Services Shop |
| <input type="checkbox"/> Nursing Program | |
| <input type="checkbox"/> Health Educators (Hudson & Grover) | |

SECTION C

COMMUNICATIONS

The pandemic flu response strategies related to communications are based on the following assumptions:

1. Ohio University's Critical Incident Response Team Manual provides the framework of the communications plan. The chain of command for communications will follow the procedures described in the manual.

2. University Media Relations serves as the authorized spokesperson for Ohio University. All public information regarding any campus response to a pandemic influenza event will be coordinated and disseminated by University Media Relations staff with assistance from other University departments and/or personnel.
3. Effective communications are a critical element within all aspects of the Pandemic Influenza Response Plan. As such, the audiences for communications are varied and diverse. These audiences include University faculty, staff and students; parents of students; local media; Athens City and Athens County communities; Ohio Board of Regents and other state officials; and other higher education institutions in Ohio; and the general public.

I. INTERNAL COMMUNICATIONS

Prior to a pandemic influenza emergency, a University website will be established that includes emergency information as well as related resources such as links to prevention and public health information. The website will be publicized to University faculty, staff, students, parents of students, and area media. These audiences will be informed that the website will be a primary communications platform in the event of a pandemic influenza emergency.

Prior to a pandemic emergency, a plan will be in place (and needed communications technologies confirmed) to continue communications efforts with reduced staff or with staff confined to their homes.

Prior to a pandemic emergency, contact lists will have been created for key communications persons at University, collegiate, and departmental levels.

In the event a pandemic influenza emergency is declared by Ohio University administration, critical information will be disseminated to the campus and concerned constituencies as quickly as possible using one or all of the following methods:

1. Mass E-Mail which will transmit information using Ohio University e-mail system to all faculty, staff, and student e-mail accounts.
2. The Ohio University website, (<http://www.ohio.edu>), where prominent links will connect site users to the most current information regarding the pandemic influenza emergency. Both the Ohio University homepage site and the emergency information page (<http://www.ohio.edu/emergnecy>) for pandemic influenza will be maintained by University Media Relations staff, in cooperation with the Office of Information Technology, Athens County Health Department and other appropriate agencies.
3. News releases and direct media contact, providing the most current information for students, parents, staff, faculty, and the general public.
4. University radio station WOUB and the use of news releases sent to news media to disseminate information.

II. COMMUNITY

The first external link in the event of an outbreak will be with Athens County Health Department. Ohio University emergency website will be the primary communications platform for community information.

University Media Relations will also issue updated news releases to the news media.

III. REGENTS INSTITUTIONS AND OTHER HIGHER EDUCATION INSTITUTIONS

University Relations will issue updated news releases and advisories directly to counterparts in Ohio Board of Regents institutions and other select higher education institutions.

SECTION D

CONTINUITY OF OPERATIONS

I. General Assumptions

- A. An Incident Command Team (Ohio University CIRT), following the National Incident Management System, will respond to and manage pandemic influenza concerns.

- B. The Incident Command Team will be activated at the Limited Services Phase (Response Level 1) to plan how best to inform and educate Ohio University community and provide available resources to mitigate the impact on Ohio University. It is assumed that more will be known about how the virus is spread at this stage than at the earlier Alert/Standby Phase (Response Level 0).
- C. If a confirmed case of pandemic influenza transmission is reported in the U.S., it is assumed that federal and state officials will respond quickly to isolate and control it. However, this plan assumes those attempts may fail and the State and Ohio University will be affected.
- D. University Student Health Services will experience increased demand from faculty, staff, and students for medical treatment and advice. Many faculty and staff may turn to their local providers. Some students may do the same; however, for many students the provider is a doctor in their home town, not in Athens, and the need for immediate attention and fear of the pandemic will likely increase student demand locally.
- E. The majority of faculty and staff may remain on campus and available for work, unless authorities close Ohio University or mandate quarantine.
- F. The majority of undergraduate students may leave campus as soon as they and their families learn of incidences of influenza at Ohio University, although international students are likely to remain.
- G. Assumption “f” will lead to a need for a decision from the Incident Command Team regarding recommendations for the suspension of classes, as well as public events (e.g., performances, athletic events) and other non-essential functions.
- H. Communication is an essential function for every unit in Ohio University (see definition of “essential function” below).
- I. The majority of professional and graduate students will remain on campus or in Athens and will be interested in continuing to work toward their degrees.
- J. Faculty and staff will wish to remain in pay status during any time away from the workplace.
- K. Ohio University may be considered a “community asset” and a “state asset” in responding to a pandemic.

II. Essential Functions and Lines of Succession

Because of the potential for high absenteeism in the event of a pandemic or other public health emergency, continuity of operations requires identifying:

- A. essential functions throughout Ohio University;
- B. lines of succession detailing who is responsible for the functions and who will carry them out if the responsible individual is absent; and
- C. resources required to carry out those functions.

“Essential functions” are those functions that must be carried out, irrespective of whether classes are suspended and a large proportion of personnel are unable to work. These functions must be carried out to avoid endangering the health, wellbeing, or safety of people or animals relying on Ohio University or to prevent irreparable damage to University property.

The essential functions of Ohio University involve public safety, information technology, human resources, key facilities, and decisions by the central administration. Consequently, certain organizational units are critical to Ohio University’s continuity of operations under a suspension of non-essential functions. These may include but are not limited to:

Campus Safety (Ohio University Police Department), Information Technology (Office of Information Technology), University Human Resources (UHR), Facilities Management, University Housing, University

Dining Services and the Office of the Executive Vice President and Provost. These units should develop continuity of operations plans outlined as follows.

III. Planning and Policy Related to the Academic Mission

The continuity of operations plan for the Office of the Executive Vice President and Provost (Office of the Provost) should make provision for the following:

- A. The Office of the Provost will consult with the Deans and faculty groups during the pre-pandemic and pandemic alert periods to develop policies about the suspension of classes, grading of students, and the closing of academic-related venues and events as needed to minimize possible transmission of the virus.
- B. The Office of the Provost will also consult with the Vice President for Research and Research Deans to develop policies for maintaining research activities if parts of the campus are closed down in response to the pandemic.
- C. Finally, as noted above, the Office of the Provost will oversee the development of plans by colleges and other units reporting to the Office of the Provost. Continuity planning will be based on the following principles related to Ohio University's academic mission:
 1. Classes will continue unless they are officially suspended University-wide by the Provost. A Dean, in consultation with and with the approval of the Provost, may decide to suspend classes in his/her respective College before a University-wide decision has been made.
 2. Classes will almost certainly be suspended if a pandemic occurs on campus or in the City of Athens area. Under current University Policy, individual classes can be postponed by an individual professor in the event of the professor's illness or unavailability.
 3. A line of succession related to academic decision making will be delegated by the Provost.

IV. Planning and Policy Related To Student Health & Counseling Service

Along with planning for decreased staffing and arranging for alternative decision makers, Student Health & Counseling Services (SHCS) will be responsible for the following tasks:

- A. Provide support to communication efforts to disseminate infection control information and an information campaign on self-care.
- B. Initiate a surveillance program for early identification of cases, utilizing support from the Office of Student Affairs.
- C. Adjust operation of SHCS clinic to meet the needs of acute care patients.
- D. Work with local and state public health agencies to decide issues such as isolation, contact tracing, quarantine, etc., and provide recommendations for students wishing to leave Ohio University.
- E. Work with local and state public health agencies to provide mass immunization and/or mass antiviral dispensing.
- F. Identify critical supplies for clinic.
- G. Provide for dedicated counseling/psychiatric care for family/friends of deceased or other students as necessary.

V. Unit Pandemic Preparedness Plans

One of the key goals of the Ohio University Pandemic Response Plan is to engage departments across the campus in planning for the continuity of their operations in the event of a widespread pandemic that might result in substantial absenteeism and/or loss of life. The purpose of continuity planning is to ensure the safety and well-being of members of our community while delivering resources and services related to essential functions. It is recognized that as information about a possible pandemic (including state and federal planning) becomes available, further planning may be needed, so each unit's continuity planning is considered iterative and dynamic.

The approach and format for planning resides with the individual department. The Ohio University Emergency Programs Coordinator has made available a template (Pandemic Influenza Continuity of Operations Plan) which is provided as a part of this Response Plan (see Appendix A).

Appendix A

PANDEMIC INFLUENZA CONTINUITY OF OPERATIONS PLAN

Instructions: To be better prepared, it is recommended that all Ohio University planning units use this form to complete a Continuity of Operations Plan – to describe how your department 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 contact the Emergency Programs Coordinator at 593-9532 or harrisj4@ohio.edu.

Department			
Plan Development			Date Plan Finalized
	Name	Phone Number	Email
Plan Owner		/ Office / cell	
Plan Manager		/ Office / cell	

Section A. Background Information for Pandemic Influenza

Three influenza pandemics occurred in the last century and public health experts predict that another is likely sometime in the future. No one can predict when it might happen or how severe it will be. However, it is prudent to plan for one. In the event of an influenza pandemic, Ohio University will have four objectives:

- Minimize the risk of pandemic influenza to students, faculty and staff
- Support students who remain at Ohio University
- Continue functions essential to Ohio University during a pandemic influenza event
- Resume normal teaching, research and service operations as soon as possible

Planning Assumptions: Although no one knows the precise characteristics of the next influenza pandemic, Ohio University is basing its plans on the following assumptions:

1. To reduce the risk of illness, public health officials may request that Ohio University take social distancing measures such as canceling public events and suspending classes. If a

severe outbreak were to occur, we should expect to suspend on-campus classes for 7-10 weeks.

2. Employee absenteeism may reach 40 percent for periods of about 2 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 and personnel with primary responsibility for essential functions.
4. Fifty percent of your supplies may not be available during a 7-10 week period of contagion.
5. For planning purposes, assume that the wave will occur during fall or spring quarter.
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.

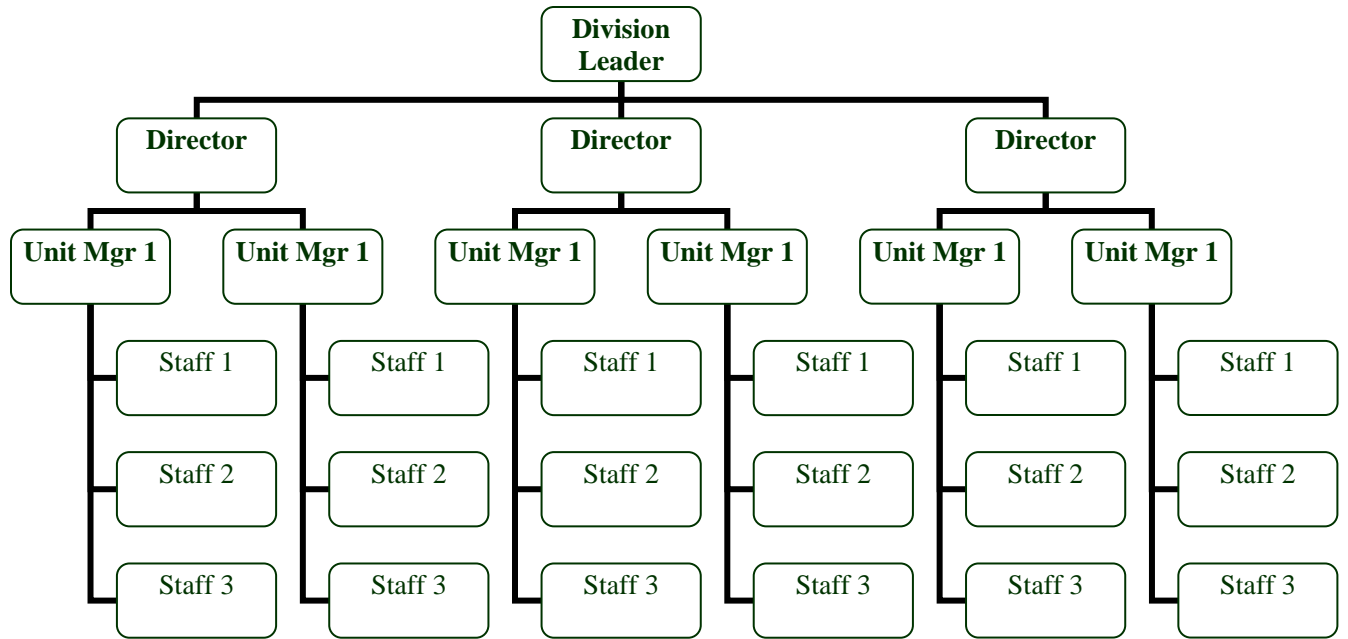
Section B. Your Department's Objectives

Considering your department's unique mission, describe your service, research or teaching objectives:

Section C. Emergency Communications Systems

All Ohio University employees are responsible for keeping informed of emergencies by monitoring news media reports and Ohio University's home page.

To rapidly communicate with employees in an emergency, we encourage all departments to prepare and maintain a call tree.



Division Leader contacts Directors. Directors call their managers, who call staff 1, who call Staff 2, and so on. The last Staff position calls-back to the Director to assure that the call tree has worked. The Directors call-back to the Division Leader. Tips:

- If you are conducting a test, always remember to say, "This is a test".
- If you get an answering machine, leave a message and then call the next person on the call tree to keep it going.
- Write down what the message is so you can be confident that you are relaying it exactly!

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 type="checkbox"/> Phone	<input type="checkbox"/> Email	<input type="checkbox"/> Other
<input type="checkbox"/> Call Tree	<input type="checkbox"/> Departmental web site	
<input type="checkbox"/> Instant Messaging	<input type="checkbox"/> Pager	

Section D. Emergency Access to Information and Systems

If access to your department'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, files on flash drives, hard copies or use of alternate email systems (i.e. Yahoo).

Section E. Your Department's Essential Functions

List below your department'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			
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			
Essential Function			
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			
Essential Function			
	Primary	Alternate	Second Alternate

People Responsible			
Phone Numbers			
Essential Function			
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			
Essential Function			
	Primary	Alternate	Second Alternate
People Responsible			
Phone Numbers			

Review your department's policy on essential employees. We encourage all employees to add personal contact information to the Ohio University directory by going online to the Human Resources home page and clicking on the Self Service Link.

Section F. Leadership Succession

List the people who can make operational decisions if the head of your department is absent.

	Name	Phone Number	Alternate Phone Number
Head of Department			
First Successor			
Second Successor			
Third Successor			

Section G. Key Internal Dependencies (Within Ohio University)

All departments at Ohio University rely on Public Safety, Facilities Management, Payroll/Purchasing/Finance, and Information Technology. List below the other products and services upon which your department depends and the internal (OU) departments that provide them.

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

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

Provider (OU department):	
----------------------------------	--

Section H. Key External Dependencies

List below the products, services, suppliers and providers upon which your department depends. We recommend that you ask them about their pandemic influenza continuity of operations plan (How will they maintain their current contracts during a pandemic influenza event?).

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		

Section I. Other Dependencies

List below the departments that depend on products or services which are provided by your department. We recommend that you think about how your department will maintain the current level of service during a pandemic influenza event.

Dependency (product or service):		
	Primary	Alternate
Department Provided To		
Phone Numbers		
Dependency (product or service):		
	Primary	Alternate
Department Provided To		
Phone Numbers		
Dependency (product or service):		
	Primary	Alternate
Department Provided To		
Phone Numbers		

	Primary	Alternate
Department Provided To		
Phone Numbers		
Dependency (product or service):		
	Primary	Alternate
Department Provided To		
Phone Numbers		
Dependency (product or service):		
	Primary	Alternate
Department Provided To		
Phone Numbers		

Section J. Mitigation Strategies

Considering your objectives, dependencies and essential functions, describe below the steps you can take now to minimize pandemic influenza’s impact on your operations. For example, you may wish to stock up on 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.

Section K. Exercising Your Plan and 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 the Emergency Programs Coordinator at 593-9532 or harrisj4@ohio.edu.

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

Section L. Recovery After a Pandemic Influenza Event

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, re-supply of inventories, continued absenteeism, the use of earned time off and emotional, psychological needs.

Section M. Special Considerations

Describe here any additional or unique considerations that your department may face in a pandemic influenza event.

Section N. Additional Resources

Personal Protection Equipment

To date, the U.S. Centers for Disease Control (CDC) has issued pandemic influenza personal protective equipment (PPE) guidance only for patient care. The CDC is not likely to issue additional pandemic influenza PPE guidance until the threat becomes imminent. When CDC does issue guidance, Ohio University will follow it to provide the specified PPE (masks, gloves) to employees in CDC-identified high risk job classifications and to employees who perform high risk duties identified by the CDC.

Ohio University assumes that future guidance will address the PPE needs of certain employees who care for sick students. We have limited quantities of masks and gloves for those employee classifications who work at Student Health Services.

Since CDC's PPE recommendations will rely on a high level of risk (direct contact via care for sick patients), it is not likely that OU's limited PPE stock will be available to all employees. Departments that wish to assess their PPE needs for pandemic influenza should contact Environmental Health and Safety at 593-1666.

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. We recommend the following website for more information on pandemic influenza: www.pandemicflu.gov

Section O. Submission

Thank you for completing your department's Pandemic Influenza Continuity of Operations Plan (COOP). Please submit an electronic copy of this Plan to the Emergency Programs Coordinator, Jill Harris at harrisj4@ohio.edu.