

**HOLY FAMILY CATHOLIC**  
**REGIONAL DIVISION**  
**PANDEMIC RESPONSE PLAN**

# **BUSINESS CONTINUITY PLAN**

**September 9, 2009**

# BUSINESS CONTINUITY PLAN

## TABLE OF CONTENTS

FORWARD.....	4
PURPOSE OF THE PLAN.....	5
OBJECTIVES OF THE PLAN.....	5
PANDEMIC PLANNING .....	7
1. BACKGROUND ON PANDEMIC INFLUENZA .....	7
2. THE PLAN OF THE PROVINCE OF ALBERTA.....	8
3. RISK MANAGEMENT.....	12
4. ASSUMPTIONS.....	12
5. WHAT DOES THIS MEAN TO HOLY FAMILY SCHOOL JURISDICTION?...	13
6. PANDEMIC PLANNING .....	14
7. PLAN ACTIVATION .....	16
8. GUIDELINES.....	17
9. SUCCESSION PLAN.....	17
10. MINIMIZING ILLNESS AMOUNG STAFF.....	18
11. MINIMIZING ILLNESS AMOUNG STUDENTS AND STAFF.....	19
12. SUPPORT TO EMPLOYEES AND EMPLOYEES FAMILIES .....	21
13. RECOVERY PROCESS.....	23
14. TESTING AND MAINTAINING THE BUSINESS CONTINUITY PLAN .....	23
15. IDENTIFICATION OF ESSENTIAL SERVICES .....	24
16. FITNESS FOR DUTY IN EVENT OF PANDEMIC	40

## **FOREWARD**

In the event of an Emergency including an influenza pandemic, The Holy Family School Board will have an important role to play in protecting the health and safety of their students and staff. This *Business Continuity Plan (BCP)* is intended to prepare and assist all staff and students for the possibility of an emergency, in particular an influenza pandemic. The *BCP plan* recognizes the importance of close collaboration between School Authorities, Health Authorities, and it advocates for the coordination of community-based pandemic response planning.

Local School Jurisdiction planning activities addresses:

- The protection of students and staff.
- Coordination of essential school business operations based on risk management principles.
- Preparation for the orderly closure of school operations (in the event this is required) and eventual school reopening.
- Potential use of school facilities by community partners during the pandemic.

The Holy Family School Board BCP has been created through the combined efforts of the Business Continuity Planning Committee composed of the staff members as follows:

Corporate Services  
Human Resources  
Facilities  
Safety  
School Administrators  
Transportation

Input for the creation of the plan was also received from Alberta Education, Alberta School Boards Association, Alberta Health, and Emergency Management Alberta.

## **PURPOSE OF THE PLAN**

The purpose of the *BCP plan* provides for the continuation of critical school functions and recovery of suspended services in the event of an emergency such as pandemic influenza. Many potential contingencies and disasters can be averted, or the damage they can cause can be reduced, if appropriate steps are taken to manage through the event. The stats included in this plan are reflective of estimates suggested by the World Health Organization and Canadian Health Authorities and are for illustrative purposes only.

This completed BCP outlines the course of action to be taken in the event of an emergency and the process for each department to follow in their recovery to normal business operation. It is intended to:

- Provide an orderly and efficient transition from normal to emergency conditions.
- Provide specific guidelines appropriate for complex and unpredictable occurrences.
- Provide consistency in action.
- Prevent activity inconsistent with the philosophy of this Jurisdiction.
- Establish a threshold at which an emergency response is triggered and determines who may authorize the response.

## **OBJECTIVES OF THE PLAN**

This Business Continuity Plan is intended to:

- Define critical operations that must be continued, those operations that can be postponed for a period of time and those operations than can be postponed indefinitely.

- Provide a planned transition for normal operations to emergency operations and maintaining only those functions defined as critical or vital operations.
- Provide a level of security and safety for employees.
- Provide standard of testing the business Continuity Plan.
- Ensure continuation of services and the protection to student's interests.
- Maintain confidence in schools.
- Meet regulatory requirements imposed by the Province or other regulatory agency.
- Manage successfully through an emergency and reduce the disruption to services.
- Provide leadership by example.

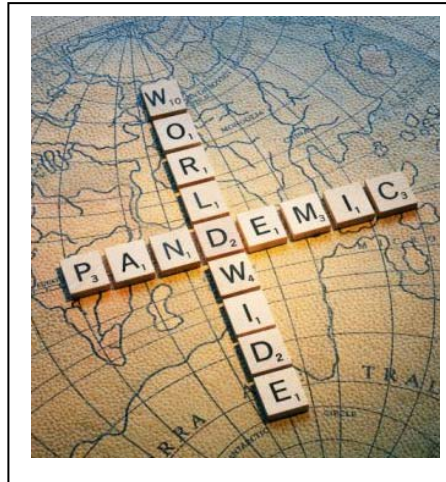
## PANDEMIC PLANNING

### 1. BACKGROUND ON PANDEMIC INFLUENZA

An influenza pandemic occurs when a novel influenza efficiently spread in human populations and cause the 1500's, influenza pandemic has occurred 3 to 4 were 3 pandemics: the "Spanish Influenza" of 1918 (H2N2) and the "Hong Kong Influenza" of 1968

The World Health Organization (WHO) is monitoring provides sufficient information to make some tentative pandemic might evolve in the coming months.

WHO is advising countries in the northern hemisphere spread. Experience has shown, localized "hot spots" of occur even when the pandemic has peaked at the



A virus strain emerges with an ability to significant morbidity and mortality. Since times per century. In the last century, there (H1N1), the "Asian Influenza" of 1957 (H3N2).

outbreaks from different parts of the world it conclusions about how the influenza

to prepare for a second wave of pandemic increasing transmission can continue to national level.

Evidence from multiple outbreak sites demonstrates that the H1N1 pandemic virus has rapidly established itself and is now the dominant influenza strain in most parts of the world. The pandemic will persist in the coming months as the virus continues to move through susceptible populations.

Close monitoring of viruses by a WHO network of laboratories shows that viruses from all outbreaks remain virtually identical. Studies have detected no signs that the virus has mutated to a more virulent or lethal form.

Likewise, the clinical picture of pandemic influenza is largely consistent across all countries. The overwhelming majority of patients continue to experience mild illness. Although the virus can cause very severe and fatal illness, also in young and healthy people, the number of such cases remains small.

While these trends are encouraging, large numbers of people in all countries remain susceptible to infection. Even if the current pattern of usually mild illness continues, the impact of the pandemic during the second wave could worsen as larger numbers of people become infected.

Larger numbers of severely ill patients requiring intensive care are likely to be the most urgent burden on health services, creating pressures that could overwhelm intensive care units and possibly disrupt the provision of care for other diseases.

## 2. THE PLAN OF THE PROVINCE OF ALBERTA

The Province of Alberta has developed a response plan to a possible of Alberta began work to prepare the health system and the was led by Alberta Health and Wellness and involved a range of regional health authorities, municipalities, emergency response and professional organizations. The Province of Alberta's the Canadian Pandemic Influenza Contingency Plan, prepared by a governments.



pandemic emergency. In 1999, the Government province for an influenza pandemic. The work partners, including other provincial ministries, agencies, utility and transportation companies, response plan will be used in coordination with partnership of federal, provincial, and territorial

The goal of Alberta's plan is to reduce the number of influenza cases and deaths and to minimize disruptions to daily life by providing access to appropriate prevention, care, and treatment. The plan outlines roles, responsibilities and key activities before, during, and after an influenza pandemic. It is a work in progress, and will be updated and added to as situations change.

*Who is responsible for what in a pandemic?*

An influenza pandemic is an international health event. International, federal, provincial, and local agencies will work together to respond.

*International:*

The WHO watches for the emergence of new strains of influenza throughout the world. If an influenza pandemic strain emerges, it will notify federal health authorities and provide information to governments, the media, and the public on immunization and anti-viral medication use.

*Federal:*

Health Canada will provide nationwide coordination for the influenza response. They will monitor the spread of the disease in Canada, provide links with the WHO and other nations, and obtain and distribute vaccines.

A National Pandemic Influenza Committee with representation from provincial, territorial, and the federal governments will coordinate a national influenza response.

*Provincial:*

Alberta Health Services will lead the health sector response. During an influenza pandemic, the department will establish a Pandemic Response Centre. It will support The Regional Health Zones, coordinate vaccine delivery across the province, provide information, collect data on the spread of the disease in Alberta and help resolve any health care issues that may arise. Alberta Municipal Affairs will lead the response regarding the non-health consequences of a pandemic, primarily through Emergency Management Alberta (EMA). EMA will communicate with municipalities, monitor the effect of the pandemic on essential services, coordinate volunteer activities and federal assistance programs, and monitor the need for support among families of victims.

Each provincial government department will have contingency plans for the delivery of provincial services and will assist Alberta Health Services, Emergency Management Alberta, The Regional Health Zone, and municipalities to respond to a pandemic.

All provincial ministries and municipal governments will have contingency plans for an influenza pandemic, which will include plans to keep essential services operating and identification of back-ups for key personnel.

*Local:*

The Regional Health Zone will provide information on the number of cases, hospitalizations, deaths, and establish and maintain services to meet priority health needs. In addition, they will provide information on the from influenza, deliver vaccines and anti-viral communications in their regions.

Municipal governments will set priorities for public services (fire, police, waste management, water, and utilities), support Regional Health Zones in providing necessary, close public buildings and establish alternative care sites for the delivery of health care and immunization to the public.



services to meet priority health needs. In number of cases, hospitalizations, deaths, and establish and maintain

maintaining public safety and other essential management, water, and utilities), support information to the public, and, where necessary, close public buildings and establish alternative care sites for the delivery of health care and immunization to the public.

Alberta’s pandemic plan (the “*Plan*”) includes:

1. Working with health officials worldwide to look for evidence of disease;

2. Rapid distribution of a vaccine when it becomes available;
3. Ensuring the health care system can manage the surge of patients during the pandemic; and
4. Ready emergency planning services.

The *Plan* is divided into three phases:

1. Pre-Pandemic Phase: a new type of influenza virus has not been detected anywhere or a new strain has been found only in a small number of people, most likely outside of Canada.
2. Pandemic Phase: the WHO declares that an influenza pandemic is underway and the new flu is detected in Canada. There will be localized outbreaks of the flu to start, followed by broader outbreaks that will occur in waves.
3. Post-Pandemic Phase: the number of cases and deaths from the flu returns to normal levels and the pandemic is declared to be over.

Action will be taken in the following key areas:

1. Surveillance;
2. Immunization;
3. Health services;
4. Emergency preparedness; and
5. Communications.



Alberta intends to conduct and analyze a “table top” or demonstration exercise in responding to a pandemic, to help ensure that provincial ministries, regional health authorities, and municipalities have both plans and written procedures that are suitable for a pandemic influenza situation.

### **3. RISK MANAGEMENT**

In risk management, foresight is critical; the focus of pandemic planning is on prevention. The event of influenza pandemic, it is possible employee absenteeism could be in the 30% to 40% range, with at least 20% absenteeism being likely. For example, employees may be absent due to their own illness, family illness, or employees may not report to work due to the fear of becoming ill. This level of absenteeism could result in school closures. Suppliers and other services upon which School Authorities rely such as garbage removal or food distributors may not be available. This shortage of supplies and services may last a few weeks with several waves of more extreme shortages.

It is important to plan ahead for an influenza pandemic because of the serious impact it may have on a School Jurisdiction. Pandemics evolve quickly and require a co-coordinated and timely response.

Holy Family School Board School Board will identify and assess exposures to injury and identify critical operations to be maintained during an influenza pandemic, and those operations the Jurisdiction may have to suspend. Plans will be made to ensure the highest priority tasks can be completed with the resources, physical and human, reasonably available to the Jurisdiction.

### **4. ASSUMPTIONS**

In preparing this plan it is assumed that 35% of the Jurisdiction's staff will either be infected by the influenza and unable to work or to attend at work because they are needed to care for family members.

A pandemic may occur at any time during the year, not necessarily during "flu" season so all services offered by the school jurisdiction must be considered in a Business Continuity for Pandemic Plan.

## 5. WHAT DOES THIS MEAN TO HOLY FAMILY SCHOOL JURISDICTION?

### Moderate Scenerio

Location	# of Staff & Students	35% Infected	50% Seek Outpatient Care (approx.)	1% Hospitalized	0.4% May Die
Jurisdiction	2500	875	440	10	4
Central Office	20	7	4	1	0
Good Shepherd	480	170	85	2	1
Glenmary	520	180	90	2	1
Holy Family	240	80	40	1	0
St. Andrews	620	220	110	2	1
St. Stephens	270	95	50	1	1
Providence	100	35	20	1	0

Absenteeism will be the major issue that Administration and schools will be forced to deal with. Students and employees will be absent from work for many reasons, including illness, caring for others, fear of going to work, pandemic related public health measures (e.g. school closures) and normal baseline absenteeism.

When preparing this plan the planning team considered that:

- The pandemic virus may spread rapidly leaving little or no time to prepare due to the high level of global traffic
- The pandemic will be widespread with simultaneous outbreaks. Jurisdictions or schools will not be able to rely on neighboring jurisdictions to assist
- There will be shortages of healthcare, emergency, and essential services personnel due to illness and absenteeism
- There will be severe disruptions in essential services
- There will be shortages of equipment and supplies
- There will be scrutiny from media and the public and fear will be abundant

## 6. PANDEMIC PLANNING

The World Health Organization has established six distinct phases to facilitate Pandemic preparedness planning.

Phase	Description
1	No virus circulating among animals have been reported to cause infections in humans
2	An animal influenza circulating among domesticated or wild animals is known to have caused infection in humans.
3	Sporadic cases of small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community level outbreaks.
4	Verified Human to Human Transmission
5	Widespread Human Infection into at least two Countries, in one WHO Region. Phase 5 is a strong indication that a Pandemic is imminent.
6	Widespread Human Infection, Community level outbreaks in at least one other Country, in a different WHO Region

The designation of phases will be included in various locations throughout this plan to assist in determining appropriate responses throughout the cycle of a pandemic event.

A pandemic event will affect the entire world. Assessment of such a global event will likely be determined by the World Health Organization (WHO). Likewise assessments in the provincial and regional jurisdictions will occur as a pandemic event occurs. Many terms used in this plan will be similar or identical to language used by WHO, the provincial government and/or the regional health authorities. The assessment of the phase of the pandemic, as it relates to this plan, is assumed as a local assessment. This assessment may be determined having taken advice from other authorities; however a local determination will be made by the Superintendent of Schools.

This plan only considers the effect of a Pandemic Influenza on operations of the Holy Family School Jurisdiction, and outlines the manner in which those services deemed critical and vital will continue to be delivered throughout a pandemic event. All services offered by the Jurisdiction were considered and rated as critical, vital, necessary and desired. Once critical and vital services are established, necessary services will be established and then desired services as resources become available. These will be exercised in the context of the pandemic phases as identified earlier.

**Critical** are services that must be provided immediately without which, loss of life or injury, infrastructure destruction and loss of confidence in government. These services normally require resumption within 24 hours, but for the purposes of pandemic planning they are the core services of the Jurisdiction.

**Vital** are services that must be provided within 72 hours without which would likely result in loss of life or injury, infrastructure destruction, loss of confidence in government and disproportionate recovery costs. For the purposes of pandemic planning, these are vital and necessary services that would normally need to be performed or completed within a two to four week business cycle to avoid significant damage or loss. These are services that may be performed on a rotating schedule.

**Necessary** are services that must be resumed within two weeks or could result in considerable loss, further destruction, or disproportionate recovery costs. For purposes of pandemic planning these are services that staff will be allocated to either last or on a need to do priority.

**Desired** are services that could be delayed for two weeks or longer, but are required in order to return to normal operating conditions, or alleviate further disruption. For pandemic planning purposes, these are services that will be deemed as non-essential until such time as either staff levels are back to normal and/or priority necessitates.

Factors that may be considered in prioritizing services may include, but are not limited to:

- Immediate external obligations.

- Immediate internal obligations.
- Dependencies on other departments, service providers or agencies.
- Other agencies dependent on your services.
- Contractual obligations and liabilities.
- Regulatory requirements.
- First response obligations.
- Access to essential information.
- Minimum manpower required to provide services.

During a pandemic or other serious interruption of the Jurisdiction’s business, Senior Management may become ill and not able to make decisions or may lose their life. This plan will also be the basis that outlines the criteria, including scope of responsibility for available senior staff to activate and implement the plan.

## **7. PLAN ACTIVATION**

Once the first confirmed case of pandemic influenza is found in Canada and it is progressing toward Alberta Phase 5, the Jurisdiction will take steps to ensure the Jurisdiction’s Pandemic Plan is on standby and activated when appropriate. Significant consideration must be committed to the decision to activate the plan. The risks inherent with the delay of implementing the plan must be considered and conversely the premature activation of the plan. The Jurisdiction will regularly update and inform key stakeholders of ongoing preparations during the pre-planning and activation stages.

The Superintendent or designate shall have the authority to activate the Pandemic Plan (Phase 5 located within Holy Family School Jurisdiction), and shall have the authority to suspend the delivery of services as required based on the resources available to deliver those services and to redeploy staff as necessary. Those services defined as desired will be the first to be suspended, followed by those defined as necessary. If the public need for any of the services identified as critical or vital were to decrease, their continued operation will be reviewed and may be suspended, and any staff made available by the suspension redeployed to another service.

Once the plan has been activated communications with staff (both at work and at home) must strive to address or assist with a wide range of concerns, from questions regarding service delivery to assistance in providing information on health care and shelter-in-place

suggestions. The Corporate Secretary, in his role as Occupational Health and Safety Officer, shall be available to consult or advise the Superintendent or designate.

**8. GUIDELINES**

The following guidelines will be used to evaluate the specific circumstances in a school if the student to staff ratio increases, however the delivery method of curriculum changes. Having said that, if students are in school, and, if a teacher is available for a group of students, then an appropriate form of educational program shall be delivered.

**Guideline for safe staff/student ratios per classroom (for Phase 6)**

	<b>Staff/Students Ratio</b>	<b>Instruction Considerations - Curriculum</b>
<b>K-4</b>	30-40	Homework will not be sent home – modified curriculum possible
<b>5-8</b>	35-45	Homework will not be sent home – modified curriculum possible
<b>9-12</b>	40-50	Modified Curriculum – Flexibility e.g. ADLC materials, Tools for Teachers
<b>K-12</b>	40-50	

Due to the nature of a Pandemic outbreak, teachers will advance curriculum programs where possible. The Jurisdiction will consider providing tutorials for senior high students. Programming will be adapted to assist returning students that have been absent. Alternate delivery methods and materials may be used.

**9. SUCCESSION PLAN**

It is possible in the event of a pandemic, that senior management may not be capable of functioning in their normal positions.

If a person is not available the person in the position listed immediately below that person on the chart will assume that position.

Superintendent
Assistant Superintendent – Technology & Human Resources
Assistant Superintendent – Student Services
Associate Superintendent – Curriculum & Instruction
Directors or Jurisdiction Principals

In the event the Superintendent is not available, the Designate or his/her replacement will assume the responsibilities of the Superintendent. In the event that both the Superintendent and Assistant Superintendent of Technology & Human Resources are not available to assume their leadership responsibilities the remaining Assistant Superintendents, as a team shall determine the specific individuals listed in the Directors or Jurisdiction Principals group that would be assigned the leadership responsibility in the event that all the Superintendents were to become ill, or not be available, at the same time.

It is also recognized that staff in one school or department may be affected by the pandemic to a greater extent than others. In this event, existing staff may be asked to assist in areas of responsibility that are different from their regular staff assignment. The school principal shall identify an acting principal candidate for the consideration of the Superintendents' consideration.

**10. MINIMIZING ILLNESS AMOUNG STAFF**

Primary strategies which will be used in order to minimize illness among staff include:

- Restrict workplace entry of people with influenza symptoms.
- Promote good personal hygiene practices and workplace cleaning practices.
- Enforce social distancing (3 meter workspace rule, no shaking hands, limit number of meetings).
- Enable work from home strategies.
- Assist staff who become ill at work as described below.
- Provide flexible worksites and work hours to minimize face to face contact.



The Jurisdiction will ensure that sufficient supplies of hand cleansers and single use tissues are available in the work places and that used tissues are disposed of immediately. The Jurisdiction will also strive to provide a “clean” environment, however it is recognized that a clean environment is not necessarily a “sterilized” environment. Disinfectants will be provided in areas of schools and workplaces deemed to be “high traffic” areas. These will include waterless hand cleanser and spray bottles and wipes which contain disinfectant.

If staff choose to use a mask such mask would be provided by the staff member, unless it is required as a tool for the isolation room. Masks must be disposed of as soon as it becomes moist or after any cough or sneeze, in an appropriate waste receptacle and hands must be thoroughly washed and dried after the mask has been discarded. Employees demonstrating respiratory infection at work shall be instructed to leave work and immediately contact a health professional for advice and direction. Infected employees shall not return to work until no longer infectious (as defined by the Regional Health Zone). Current research indicates that improper use of a mask may result in increased risk of contracting a virus to the mask wearer.

## **11. MINIMIZING ILLNESS AMOUNG STUDENTS AND STAFF**

While schools within the Jurisdiction expect to continue to operate during a pandemic event, School Jurisdiction will also take steps to minimize the spread of infection. The primary strategy for achieving this is to send staff and students home if they are suspected of being infected. While this action is straight forward with staff (as they can be directed to return home), more preparation is required to accommodate students. To that end when a student is identified as being in respiratory distress, the student shall be isolated from the unaffected student and staff population, to be held there until the students’ parent or guardian can arrange to take them home. Each school

shall identify, in advance of a pandemic event (during Phase 1), an isolation room that will provide for the care of infected students until they are picked up. The isolation room shall be established in consultation with the Director of Facilities.

Isolation rooms shall be established using the following guidelines:

**Characteristics:**

- Large enough for size of school (to accommodate up to 10% of students population)
- Water and/or washroom should be easily accessible
- Room surfaces should be easily cleanable (not carpet)
- Should be isolated from other parts of school where ever possible
- Near an exit
- Room shall have communication capability with school office

**Cleaning of Isolation Room:**

- Custodian to wear protective clothing
- Custodial staff to receive training for standard of cleaning
- Cleaning equipment used in isolation room to be cleaned after each day
- Cleaning equipment used in isolation room to be dedicated to use in that room only during a pandemic
- Cleaning of isolation room to be completed in isolation of the remainder of the school

**Supplies Required:**

Protective clothing for workers to include:

- Gowns
- Gloves
- Masks (masks shall be N95 standard)
- Eye protection
- Waterless hand wash
- Cleansing supplies

- Spray disinfectant
- wipes
- “Mess” kits (to clean up vomit)
- Soda Crackers
- Bottled water
- Mattresses and bedding

**Room Attendant:**

- Must wear protective clothing
- Shall be trained in the appropriate use of and care of protective clothing and equipment
- Care for students that are located in room
- Is assigned to the room for extended period of time during school operations
- Assists in cleaning messes
- Transfers infected students to parents
- Should be in good physical health
- Should have influenza vaccination
- Be trained in cleaning standards
- Several candidates should be considered for each school

**12. SUPPORT TO EMPLOYEES AND EMPLOYEES FAMILIES**

The Jurisdiction plans and prepares to allow staff to provide for their own, and their family’s wellness and safety.

To assist maintaining employees at work and to ensure that employees who are sick do not return to work and infect other employees, the Jurisdiction shall institute modified employee benefit policies during a pandemic as follows.

Human Resources will continue regular operations during a crisis and will not lay off employees.

**Sick Leave Accommodations**

### **Teachers**

- All Teachers will be entitled to 90 sick days as outlined in the Collective Agreement.  
If caring for others they may be deemed to be ill (not part of Collective Agreement and non binding outside of a pandemic event).
- If possible a doctor's note will be required.

### **Support Staff**

- All Support Staff will be entitled to their accumulated amount of sick days.  
If caring for others (may be deemed to be ill).
- If possible a doctor's note will be required.
- Support Staff will be provided information on Sick Benefits through Employment Insurance.

After 90 sick days staff members will be referred to ASEBP for application for long term disability.

### **Compassionate/Bereavement Leave**

- As per the Jurisdiction collective agreement, policy and procedure.

An “**Employee Assistance Plan**” is available to assist all employees and their families.

### **Fitness for Duty Policy**

A fitness for duty policy provides guidelines on how long employees who have demonstrated they are suffering the effects of influenza should stay away from work. This period of time will be established once the effects of the influenza are known. The policy shall also facilitate employees returning to work once they are well. Staff will be trained in respiratory etiquette and symptom recognition.

### **Travel restrictions**

To contain the spread of influenza and to protect those staff and students who are well, travel restrictions shall be instituted. When Pandemic Phase 5 is reached in a local area Staff shall be restricted from traveling to meetings outside their place of work. Likewise, during Phase 5 or higher student travel for any reason shall be discontinued. Schools and staff may choose to limit travel during earlier phases to reflect current conditions or concerns.

### **13. RECOVERY PROCESS**

Previous pandemics indicate that there will be a second and third wave of the pandemic. The subsequent wave may be of a lesser severity and may have reduced effect because a vaccine may be available. Therefore the Jurisdiction will have to regroup quickly to determine its status in terms of staffing, availability of supplies or services from external suppliers and what role the municipality needs to play in the recovery of its residents and the public and non-profit sectors.

As part of the recovery process, the Jurisdiction will develop plans for the replacement of employees unable to return to work and prioritizing hiring efforts. This will largely be driven by the reintroduction of the desired and necessary services.

The Jurisdiction shall evaluate the plan following the first wave and make any adjustments that are deemed necessary, based on experience or on advice from health professionals.

### **14. TESTING AND MAINTAINING THE BUSINESS CONTINUITY PLAN**

Plan testing is essential to this BCP Plan. The plan shall be tested, via a table top exercise, annually to determine if environmental changes, or plan and policy changes effect this plan. Time will also erode staff's memory of the plan and critical parts forgotten. Other benefits or regular testing include:

- Ensuring adequacy to this plan
- Determining additional training that may be required, particularly as a result of staff changes
- Identifying any deficiencies in this plan
- Demonstrating that the Jurisdiction has the ability to provide services during an emergency.

A record of the date and time of the test of this plan shall be maintained.

Testing, training and exercising of this plan should include social distancing techniques including work from home capabilities and impacts of reduced staff on families and essential functions and services.

**Critical** are services that must be provided immediately without which, loss of life or injury, infrastructure destruction and loss of confidence in government. These services normally require resumption within 24 hours, but for the purposes of pandemic planning they are the core services of the Jurisdiction.

**Vital** are services that must be provided within 72 hours without which would likely result in loss of life or injury, infrastructure destruction, loss of confidence in government and disproportionate recovery costs. For the purposes of pandemic planning, these are vital and necessary services that would normally need to be performed or completed within a two to four week business cycle to avoid significant damage or loss. These are services that may be performed on a rotating schedule.

**Necessary** are services that must be resumed within two weeks or could result in considerable loss, further destruction, or disproportionate recovery costs. For purposes of pandemic planning these are services that staff will be allocated to either last or on a need to do priority.

**Desired** are services that could be delayed for two weeks or longer, but are required in order to return to normal operating conditions, or alleviate further disruption. For pandemic planning purposes, these are services that will be deemed as non-essential until such time as either staff levels are back to normal and/or priority necessitates.

**15. IDENTIFICATION OF ESSENTIAL SERVICES**

**Department – Corporate Services**

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
<b>FOIPP</b> <i>Phase 1 - 6</i>	Follow duties as described in the <i>FOIP Act</i> in the event of an application under that Act.				X		
<b>Payroll</b> <i>Phase 2 - 6</i>	Process employee payrolls and issue payment. Ensure employee group plan coverage is maintained and employees are receiving benefits due.	DO or home by 2 staff.	X				

<i>Phase 2 - 6</i>	Issue T4's.				X		
<b>Finance</b> <i>Phase 2 - 6</i>	Process payments for supplier invoices.				X		
<i>Phase 2 - 6</i>	Complete and submit GST returns.					X	
<i>Phase 1 - 6</i>	Ensure sufficient funds are available to meet obligations.		X				
<b>Communications</b>	Routine communications						
<i>Phase 1 - 6</i>	Communications necessary as a result of the pandemic.	Working from home	X				
<i>Phase 1 - 6</i>	Update the website with information as directed.			X			
<b>Technology</b> <i>Phase 1 - 6</i>	Maintain and ensure the operation of the internal computer network.		X				
<i>Phase 2 - 6</i>	Facilitate the ability of staff to work from home if necessary and approved.				X		
<b>Human Resources</b> <i>Phase 1 - 6</i>	To help coordinate services required from HR	Jurisdiction Office	X				
<b>Facilities and Maintenance</b>	Ensure delivery service to schools		X				
<i>Pre Pandemic</i>	Train DO staff on disinfecting and proper cleaning of their space.		X				
<b>Transportation</b>			X				
<b>Family School Wellness</b>				X			
<b>Student Services</b>				X			
<b>C&amp;I</b>					X		
<b>Superintendency</b>			X				
<b>Caretaking</b> <i>Phase 1 - 6</i>	To maintain essential cleanliness	By custodian or other DO staff	X				
<b>Reception</b>							

Department: School Administration

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
<b>Instructional Leadership</b>	* Programs of Study	* Ensure access to current Programs of Study for every teacher in every subject is being administered to K-12 students through routine inspection and observation of teachers by principal or designate.				X	* ADLC * Telus2Learn
		* Implement programs which will enable students to meet the provincial graduation requirements.				X	
		* Deliver programming to children who are eligible for Alberta Education funding for Early Childhood Special Education (ECS) and PUF.				X	
		* Support the education of First Nations, Metis and Inuit learners with appropriate instruction by teachers.				X	
	* AISI	* Provide opportunities for teachers to coordinate and implement AISI initiatives in collaboration with school administration and the Jurisdiction Curriculum and Instruction Coordinator.				X	
	* Special Education	* Provide Special Education				X	

		Programs based on Individualized Programs Plans (IPP) to students with special education needs, including those who are gifted and talented by teachers, specialists or outside agencies.					
	* Staff Professional Development	* Make necessary resources available or provide access to promote staff development.				X	
<b>Evaluation of Students and Programs</b>	* Evaluation of P.A.T. and D.I.P. results	* Collaborate with teachers to evaluate students and programs to identify areas of strength and those needing improvement.				X	
	* Reporting of Student Achievement/GLA	* Communicate student progress to parents regarding achievement and grade level of achievement by teachers.				X	
<b>Standards of Education</b>	* Provincial achievement tests, diploma exams	* Teachers and Administration will distribute, test and collect Provincial Achievement Tests and Diploma exams for grades 3, 6, 9 and 12.				X	* Alberta Ed will make decisions regarding PAT.'s and DIP's during pandemic
<b>Management of the School</b>	School Plans including: * Three Year Plan * Technology Plan * Safety Plan * Communication Plan * Library Plan * AERR report * Budget	* Identify key goals, strategies, performance measures, results and time lines for school based plans.				X X X X X X	

						X	
	<p>Implementation of School Plans including:</p> <ul style="list-style-type: none"> <li>* Three Year Plan</li> <li>* Technology Plan (as it relates to Pandemic activities)</li> <li>* Safety Plan (as it relates to Pandemic activities)</li> <li>* Communication Plan (as it relates to Pandemic activities)</li> <li>* Library Plan</li> <li>* AERR report</li> <li>* Budget</li> </ul>	* Implement plans and monitor their effectiveness. Modify plans as necessary.	X			X	* as related to pandemic
			X				
			X				
						X	
	* Program Organization and Delivery	* Provide access to minimum hours of instruction for students.				X	
		* Configure teaching assignments, room allocation, student timetables and support staff responsibilities.	X				- as related to pandemic
<b>Technology</b>	* ICT outcomes	* Supervise and evaluate the incorporation of ICT outcomes by teachers as directed by Alberta Education				X	
		* Maintain and ensure the operation of the internal computer network by LAN Tech and Jurisdiction designates.	X				- as related to pandemic
		* Foster and promote the				X	

		integration of technology by teachers in all subject areas.					
	* School web-site	* Ensure web-site is functional and periodically updated to adequately reflect information related to the school.	X				
<b>Safe and Caring Environment</b>	* Supervision of students	* Provide students with a safe and caring environment that fosters and maintains respectful and responsible behaviours.	X				
	* Safety of Staff	* Provide staff with proper education and safety procedures to ensure a safe and healthy workplace with adherence to Occupational Health and Safety Standards.	X				
	* Routine inspections of safety equipment, facility, grounds	* Provide training to safety team within school in coordination with the Jurisdiction Safety Manager to carry out annual inspections.				X	
	* Communicate, implement and update Safety Plan	* Practice and review safety procedures including fire drills, lockdowns and severe weather.	X				Practice safety procedures as they pertain to Pandemic Plan
<b>Communication</b>	* Communication with staff	* meet with staff to educate and inform of necessary information.	X				
	* Communication between school and home	* Update school community with necessary information in all aspects to maintain quality education and a safe and caring environment.	X				

	* Communication with School Councils	* Communicate to get feedback with School Councils.	X				
	* Communication with School Jurisdiction Central Office staff	* Establish ongoing communication with the Superintendent and other Jurisdiction Office personnel regarding all information required to successfully carry out quality education and a safe and caring environment within the school.	X				
<b>Teacher/Staff Supervision and Evaluation</b>	* Evaluate the teachers and support staff employed in the school	* Provide feedback to teachers using the Teacher Effectiveness Framework to promote quality education.				X	
	* Teacher Quality Standards	* Ensure all teachers are meeting the Teacher Quality Standards and implement Supervision Cycle for those teachers not meeting these standards.				X	
<b>Adherence to Collective Agreement</b>	Carry out those duties that are assigned to the principal/designate by the Board in accordance with the regulations and the requirements of the school council and the Board.		X				- as per Pandemic Plan

Department: Transportation

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
<b>Transportation</b>	Pandemic Phase 3 Bussing	Drivers continue to drive their daily routes Regular office administration services	X				Department is involved in pandemic awareness planning and preparation
	Pandemic Phase 4 Bussing	With evidence of increased transmission drivers continue to drive their daily routes Coordinators update the office on driver absence and any significant change in student rider ship daily Regular office administration services	X				In-service on hygienic practices; appropriate disinfectants/gloves stockpiled; combining of routes prepared
	Pandemic Phase 5 Bussing	With evidence of significant human to human transmission gate service is suspended Coordinators report for each route student rider ship and the status of the driver Office administration priority to verify daily rider ship for the following day to update driver directions for route combinations		X	X		Transportation is provided by combining of bus routes and contingency for central pick up points are planned for as driver availability declines; hygienic practices required daily; department updated daily on driver availability;

							field trips and non-mandated shuttle service is cancelled; right of refusal of transportation services for children identified as ill.
	Pandemic Phase 6 Bussing	Last resort - Parent provided transportation				X	Notifying parents of suspension of transportation service through announcements on local radio and school communication on the status of the pandemic

Department: Facilities

Function	How is Service Provided	Critical	Vital	Necessar	Desired	Notes
<b>Cleaning</b>						
<b>General Cleaning</b>	By Custodial Staff			X		Classroom, halls and general cleaning. Floors, wall spotting, glass.
<b>Garbage</b>	By Custodial Staff	X				Garbage to be removed daily.
<b>Washrooms</b>	By Custodial Staff	X				Necessary to be

						cleaned daily for sanitary reasons and disease control.
<b>Food prep-areas</b>	By Contractors and/or staff	X				Maintain health standards.
<b>Isolation Room</b>	By Custodians	X				Primary area for disease control. Protocols will be followed...
<b>Recycling</b>	By Students				X	Dry recycle can be retained for some time pending space needs and fire issues.
<b>Recycling</b>	By Students		X			Juice/milk containers to be removed from the school every couple of days
<b>Heat</b> - ½ day shut down, cold weather	By Maintenance Staff	X				One half day shutdown will not create critical problems with the building freezing. Temperatures may drop to levels requiring occupants to wear coats. Closing the school will be determined by the principal in conjunction with the Superintendent.

					Consult with Maintenance Department.
<b>Heat</b> -one day shut down, cold weather	By Maintenance Staff	X			A full day shutdown of heat requires the maintenance department to start to winterize the building. Likely the school will not open for school in the morning. Closing the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
<b>Heat</b> -warmer winter weather	By Maintenance Staff		X		Specific action depends upon the actual outdoor temperature. Mitigation can be to shut the ventilation systems down. Consult with Maintenance Department.
<b>Heat</b> -spring/fall	By Maintenance Staff		X		Heat is not as critical. May go 1 day or more

						without heat. Mitigation strategies may be shutting the ventilation system off. Services by Maintenance Trades
<b>Air Conditioning</b>	Maintenance and Contractors				X	Most often tied into the heating system (heat pumps).
<b>Ventilation</b>	By Maintenance Staff		X			Longer shut downs affect air quality, but in cold weather also retain interior temperature levels. Short term shut downs have minimal impact on school.
<b>Fresh Air</b>	By Maintenance Staff		X			Consider 100% fresh air for systems capable of handling this. Very cold outdoor temperatures would create problems.
<b>Exhaust -Washrooms</b>	By Maintenance Staff				X	Exhaust systems provide odor and dilution control. Not critical but should be repaired in a few days.
<b>Exhaust -cafeteria</b>	By Maintenance Staff	X	X			Exhaust systems provide odor and dilution control. Not

					critical but should be repaired in a few days. Consult with Maintenance Department.
<b>Power</b> Outage under 2 hours.	Provided by the Utility		X		Not critical from the safety of the building. May disrupt the education operations of the school.
<b>Power</b> outage over 4 hours Mechanical Systems	Provided by the Utility	X			Power loss of over 4 hours would require closing of the school as determined by the principal in consultation with the Superintendent. Consult with Maintenance Department.
<b>Power</b> - outage in winter, short term	Provided by the Utility	X			Cold weather power failure for short periods of time will decrease temperature levels, but not affect the building. Closure of the school will be determined by the principal in conjunction with the Superintendent.

					Consult with Maintenance Department.
<b>Power</b> Loss of power 1 day or more	Provided by the Utility	X			Will require the closing of the school Preparation for freezing may be required. Consult with Maintenance Department.
<b>Water</b> Loss of water service for up to 4 hours	By Municipality or by Maintenance for Wells	X			Sanitary sewer issues need consideration. Drinking water will be delivered using bottled water. Closure of the school will be determined by the school principal in conjunction with the Superintendent. Consult with Maintenance Department.
<b>Water</b> Loss of water service for more than 4 hours	By Municipality or by Maintenance for Wells		X		School will be closed. Consult with Maintenance Department
<b>Water</b> Loss of potable water service beyond 4 hours			X		The municipality maintains service to the meter.

						<p>If water is contaminated (i.e. boil water orders), Maintenance will arrange for bottled water for drinking. Water can be used for toilets. School closure is not contemplated.</p>
<p><b>Sanitary Sewer</b> Due to loss of water</p>	By Municipality	X				<p>Loss of water restricts ability to use sanitary sewer. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department</p>
<p><b>Sanitary Sewer</b> Due to total sewer line blockage</p>	Inside schools – by Maintenance	X				<p>If total blockage occurs in a school, it becomes critical within in a few hours. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with</p>

					Maintenance Department.
<b>Sanitary Sewer</b> Due to partial sewer line blockage	Inside Schools – by Maintenance		X		If only portions of the school are affected plans must be implemented by staff to use the remaining toilets. Closure may not necessary in these situations. Consult with maintenance department
<b>Septic Fields/ Lift Stations</b> – system failure for more than 2 hours	By Maintenance Staff	X			If main system fails it becomes critical in two hours and requires school closure. School closure will be determined by the principal in conjunction with the Superintendent.
<b>Building Maintenance</b>					
Snow Cleaning Parking lots	Contractors and Maintenance Staff		X		
Snow Cleaning sidewalks	Custodian Staff	X			
Ongoing Maintenance	A variety of systems requiring Maintenance		X		Telephones, intercoms, security systems, doors and

						hardware and a range of other items need maintenance. The priority will be determined by the other critical items and the ability to provide resources to these items.
<b>Deliveries</b>						
Mail	Provided by Jurisdiction Staff			X		For the short term, not critical, for ongoing operations it becomes critical.
Supplies	Provided by Jurisdiction Staff			X		Generally not critical as schools carry their own inventory however for sustained periods it will become critical
Supplies	Provided by Jurisdiction Staff	X				Supplies necessary for Pandemic response will be stocked centrally.

**16. Fitness for Duty Policy in Event of Pandemic**

The Jurisdiction is committed to providing a safe work environment in the event of a pandemic, and to protect the health and safety of students and staff. This policy and application applies specifically to a pandemic event.

**Purpose:** This policy provides a procedure for identifying and intervening when staff could pose a threat to the safety of others and property as a result of having contracted a flu virus related to the pandemic.

**Definitions:**

“Fit for Duty”: means able to perform the duties of the job, without creating a risk for other students or staff of contracting the flu virus.

“Health Service Provider” is a doctor of medicine or other health care practitioner who is qualified to provide a medical opinion on the state of health of a staff member as it relates to the flu virus as expected in a pandemic event.

“Supervisor” is the person to whom a staff member reports.

**Employee Responsibilities:**

1. Reporting to work fit for duty
2. Notifying the supervisor when not fit for duty
3. Notifying the supervisor when observing a co-worker who may not be fit for duty (in cases where the possibly impaired individual is the employees supervisor, the employee should make the notification to the next higher level manager or Human Relations staff).
4. Cooperating with a supervisors directive and/or referral for a medical evaluation

**Supervisor Responsibilities:**

1. Observing the attendance, performance and behavior of staff they supervise.
2. Interviewing an employee who appears to the supervisor unfit for duty and referring an employee for a medical evaluation when appropriate.
3. Recording the reasons/observations that triggered a fitness for duty medical evaluation referral.
4. Utilizing this policy in a fair and consistent manner, respecting the employee’s privacy and the confidentiality of medical information.

**Procedures:**

1. The supervisor who receives reliable information that an employee may be unfit for duty, or through personal observation believes an employee to be unfit for duty, will validate and document the information or observations as soon as is practical.

Actions that may trigger the need to evaluate an employee's fitness for duty with respect to this policy are limited to observation of flu conditions consistent with a pandemic event.

2. The supervisor will present the information or observations to the employee at the earliest possible time in order to validate them, and will allow the employee to respond to the concern. The supervisor will then determine whether the employee should leave the workplace immediately for safety reasons.
3. The supervisor may direct the employee to a health service provider to assess the condition of the employee. An employee may not be allowed to return to work until such an assessment has been provided or until the supervisor has been satisfied that the employee is fit to return to work.
4. The employer shall be responsible for the cost of any medical evaluations completed by a health service provider, if required by the employer.
5. Prior to returning to work after recovery from a flu virus consistent with a pandemic event, the supervisor shall consider advice received from the local health authorities on the length of time considered appropriate to recover from the flu virus, and the length of time the virus remains infectious.

## **SCHEDULE “A”**

### *SAMPLE MEMO TO STAFF DURING PLANNING PHASE*

This is a draft memo to staff of the School Jurisdiction during the influenza pandemic planning phase outlining the current efforts of the School Jurisdiction to prepare for a possible influenza pandemic outbreak.

To: All Employees  
From:  
Date:  
Subject: PANDEMIC PLANNING

On a regular basis, we hear about the outbreak of Avian Influenza and how it is spreading to countries around the world. While the Avian Influenza is not yet in Alberta, it may arrive here in the future. This strain of Avian Influenza is not easily transmitted from person-to-person. Birds, however, are extremely susceptible to the virus. Scientists and public health professionals are concerned that the highly pathogenic H5N1 Avian Influenza virus may mutate so that it can easily infect people and spread rapidly from person-to-person. This would cause a worldwide influenza outbreak, called a pandemic. Even if this does not happen, a different, brand new influenza virus could emerge with little warning. There were three in influenza pandemics in the 20th Century and experts believe another is imminent.

While no one looks forward to an influenza pandemic, the School Jurisdiction is taking a proactive approach in addressing influenza pandemic issues for schools. This includes the development of a written Influenza Pandemic Action Plan. We are working closely with health officials to share the most up-to-date information as it becomes available. We are coordinating our efforts with other agencies involved in influenza pandemic planning and we will continue to monitor the situation so that we are able to efficiently respond to any changes. We will provide you with periodic updates.

In the meantime, we encourage you to learn more about influenza pandemic by visiting [www.health.gov.ab.ca/influenza/pandemic\\_plan.html](http://www.health.gov.ab.ca/influenza/pandemic_plan.html). This website contains valuable information about what each of us can and should be doing to prepare for the possibility of influenza pandemic.

Should you have any questions or concerns, please do not hesitate to contact us.

## **SCHEDULE “B”**

### *SAMPLE MEMO TO STAFF IF PANDEMIC IS OCCURRING IN OTHER PARTS OF THE COUNTRY*

This is a draft memo a School Jurisdiction could send to staff if influenza pandemic cases are occurring in other parts of the country. The memo reinforces risk reduction measures and informs employees of the possibility that a school may have to close if the situation worsens.

To: All employees  
From:  
Date:  
Subject: Influenza pandemic cases in other parts of Canada

Health officials have confirmed that cases of influenza pandemic are now occurring in other parts of the Country. It is critical we all work together to reduce the risk to our students and to ourselves.

Students may come down with influenza pandemic-like symptoms while at school. These include fever of more than 38.6°C, and coughing or sore throat, usually combined with muscle aches. Unlike a cold, influenza symptoms usually occur rapidly. If any student exhibits these symptoms, he/she should immediately be sent to the school office and be isolated from other students.

If you have influenza-like symptoms, you should stay home until you no longer have a fever. If symptoms start while you are at work, please report immediately to your school principal for evaluation. Stay at least three feet away from other people, and cover your mouth with a tissue when you cough or sneeze, or cough or sneeze into the bend of your arm. Please practice and reinforce good hygiene procedures to minimize the spread of the influenza virus:

Encourage students and your colleagues to wash their hands thoroughly with soap and water before eating, and do so yourself.

Remind students to avoid touching their eyes, nose or mouth, because this practice can transfer the influenza virus from the hands into the body.

Discourage students from sharing food or utensils. This is especially important because it is possible to spread the influenza virus to others before you have symptoms yourself.

If the situation worsens, there is a possibility that schools may be advised to close for a period of time. We will inform you immediately if a decision is made to close schools.

Thank you for your cooperation in a difficult situation.

## SCHEDULE “C”

### *HELPFUL WEBSITES*

#### **Health Departments:**

World Health Organization:

[www.who.int/csr/disease/avian\\_influenza/en/index.html](http://www.who.int/csr/disease/avian_influenza/en/index.html)

Public Health Agency of Canada Influenza Watch:

<http://www.phac-aspc.gc.ca/fluwatch/index.html>

Alberta Health and Wellness:

[www.health.gov.ab.ca/influenza/pandemic.html](http://www.health.gov.ab.ca/influenza/pandemic.html)

Health Canada:

[http://www.hc-sc.gc.ca/iyh-vsv/diseases-maladies/pandem\\_e.html](http://www.hc-sc.gc.ca/iyh-vsv/diseases-maladies/pandem_e.html)

#### **Other online resources:**

<http://www.pandemicflu.gov/> (American website)

<http://www.redcross.org/news/ds/panflu/> (American Red Cross)



## **SCHEDULE “D”**

### *ADDITIONAL RESOURCES*

“Alberta’s Plan for Influenza pandemic”: <http://www.health.gov.ab.ca/Influenza/PandemicPlan.html>

“Alberta Government, Municipal Excellence Network, Pandemic Planning and Preparedness”: <http://www.menet.ab.ca/541.asp>

“It’s in your hands”: [http://www.health.gov.ab.ca/influenza/Self\\_Care.html](http://www.health.gov.ab.ca/influenza/Self_Care.html)

#### **Booklet**

Influenza Self-Care: It's in your hands

#### **Fact Sheets**

Hand washing to prevent Influenza

How to take a temperature - children and adults

Over-the-counter (non-prescription) medications for Influenza

Influenza antiviral medications

Dealing with stress or feelings of fear because of Influenza

Influenza pandemic

For more information:

#### **Health Link Alberta**

Edmonton, call 408-LINK (5465)

Calgary, call 943-LINK (5465)

Outside Edmonton and Calgary local calling areas, call toll-free 1-866-408-LINK (5465)

## **SCHEDULE “E”**

### *MEDIA TIPS*

#### **Media Planning tips:**

Pick one person to deal with the media, preferably someone who knows a lot about the school or School Jurisdiction and can answer questions.

Have the Influenza Pandemic Plan in place and make sure staff knows what information is appropriate to release.

Create a master media list with telephone/fax numbers and contacts. Add to this list as other media call.

Create a list of PR experts to call for help.

Use technology. Establish an e-mail group for updates to staff, board members, and media. List news updates on Web sites.

Have media kits on hand, including School Jurisdiction facts, names of school board trustees, central office personnel and administrators, school floor plans, and community description. Include a clear statement explaining the School Jurisdiction’s policy on access to staff and student information and facilities and make sure staff understands the policy.

#### **When reporters are coming:**

Create a central communication post for news briefings and assign a spokesperson.

Anticipate reporters needing to use Telephones workspace, electrical outlets. Don’t forget about restrooms.

Plan regular briefings and announce them as far in advance as possible. Ask reporters to refrain from questions until all designated speakers have released statements.

Assign one Telephone number, releasing it to the media to publish and broadcast.

Effective media relations are just one part of the School Jurisdiction’s over-all communication plan during an influenza pandemic.

**Communications:**

How will staff, students, parents, and the community be kept informed? Who will deal with the news media? The School Jurisdiction will communicate as quickly as possible to staff, students, and parents. Develop a way of informing all schools within the jurisdiction.

Plans need to first focus on managing – ensuring the safety of students and staff, protecting school property, and restoring normal educational processes as quickly as possible. Also focus on communicating – before, during, and after an influenza pandemic. Build in flexibility. *Things don't always go as planned.*

A primary goal is keeping the public informed about the pandemic while maintaining student and staff privacy.

As soon as possible, provide the communication person with a concise statement of the facts so information can be released. The statement should be based on what you can confirm at the present time. Never speculate. It's wise to have one spokesperson work with the media.

If an influenza pandemic hits, a sound plan can guide a School Jurisdiction through the process with sensitivity, credibility, and dignity.

## **SCHEDULE “F”**

### *THE FIRST THIRTY MINUTES OF A CRISIS*

What is done in the first 30 minutes of a crisis is crucial in controlling rumors and determining people’s perceptions of the crisis and how it was handled.

The crisis team leader should take charge.

Gather the facts.

Define the problems.

Consider options. Act to ensure the safety of staff and students.

Communicate with staff and students.

Brief the news media.

Prepare for telephone calls and volunteers (for major disasters.)

Decide the best way to communicate with parents

Demonstrate competence.

Make sure information provided is accurate and reliable.

## **SCHEDULE “G”**

### *SAMPLE PARENT LETTER #1 (PREVENTION LETTER)*

**Draft letter to help prepare parents for an influenza pandemic before there are human influenza or Avian Influenza cases in Canada.**

Dear Parents,

This letter will help your family prepare for an influenza pandemic that could make many people sick. At this time, there is no influenza pandemic of any kind in Canada.

Public health officials are worried the Avian Influenza virus may change. If so, it could infect people and spread easily and quickly from person-to-person. This could cause a worldwide influenza outbreak, called a pandemic.

Public health officials would like people to protect themselves against the influenza pandemic. Here are some ways to protect your family:

Keep children who are sick at home. Don't send them to school.

Teach your children to wash hands frequently with soap and water for 20 seconds. Be sure to set a good example by doing this yourself.

Teach your children to cover coughs and sneezes with tissues or by coughing into the inside of the elbow. Be sure to set a good example by doing this yourself.

Teach your children to stay at least three feet away from people who are sick.

People who are sick should stay home from work or school and avoid other people until they are better.

**If you have questions, please contact your healthcare provider. You can get more information from (INSERT NAME OF HEALTH AUTHORITY). Visit online at <http://www.xxx> or call the XX Emergency Information line at (xxx) xxx-xxxx.**

**The federal government website with information on pandemic planning for individuals and families is: [http://www.phac-aspc.gc.ca/influenza/pandemic\\_qa\\_e.html](http://www.phac-aspc.gc.ca/influenza/pandemic_qa_e.html).**

## **SCHEDULE “H”**

### *SAMPLE PARENT LETTER #2 (FIRST BIRD CASE)*

**Even though the confirmation of a bird infected with Avian Influenza in Canada does not signal an influenza pandemic, there will be confusion and concern when this happens.**

**This draft letter may help prepare parents for the influenza pandemic after first bird case is found in Canada.**

Dear Parents,

As expected, bird's sick with Avian Influenza virus are now in Canada. It is important to know that, at this time, there are no known human cases of Avian Influenza in Canada.

Health officials are worried that the Avian Influenza virus may change so that people can get sick from it. If that happened it could spread from person-to-person. This would cause a worldwide influenza outbreak, called a pandemic.

So even though there is no influenza pandemic now, we want to remind you about some ways to protect your family from getting sick:

Keep children who are sick at home. Don't send them to school.

Teach your children to wash hands frequently with soap and water for 20 seconds. Be sure to set a good example by doing this yourself.

Teach your children to cover coughs and sneezes with tissues or by coughing into the inside of the elbow. Be sure to set a good example by doing this yourself.

Teach your children to stay at least three feet away from people who are sick.

People who are sick should stay home from work or school and avoid other people until they are better.

Do not touch sick or dead birds.

**If you have questions, please contact your healthcare provider. You can get more information from (INSERT NAME OF HEALTH AUTHORITY). Visit online at <http://www.xxx> or call the XX Emergency Information line at (xxx) xxx-xxxx.**

**The federal government website with information on pandemic planning for individuals and families is: [http://www.phac-aspc.gc.ca/influenza/pandemic\\_qa\\_e.html](http://www.phac-aspc.gc.ca/influenza/pandemic_qa_e.html).**

## **SCHEDULE ‘T’**

### *SAMPLE PARENT LETTER #3 (INITIAL INFLUENZA PANDEMIC OUTBREAK)*

#### **Draft letter to let parents know schools are open**

Dear Parents,

This letter will give you information about the influenza outbreak in Alberta. Every year, some people get sick with the influenza during the fall and winter months. This year, there is a new influenza virus that is making people in Alberta sick. Many students and teachers in our school are sick with the influenza. We hope they will all get better quickly.

At this time, the Regional Health Zone tells us students who are not ill can safely come to school. The schools will remain open. We will keep you updated with any important information.

**To keep the influenza from spreading to more people, we ask you to keep sick children home. Any children who are sick in school will be sent home.**

Here are some ways to stop the spread of germs and sickness:

Keep children who are sick at home. Don't send them to school.

Teach your children to wash hands frequently with soap and water for 20 seconds. Be sure to set a good example by doing this yourself.

Teach your children to cover coughs and sneezes with tissues or by coughing into the inside of the elbow. Be sure to set a good example by doing this yourself.

People who are sick should stay home from work or school and stay away from other people until they are better.

Stay away from shopping malls or other places where there are large groups of people.

If you have questions, please contact your healthcare provider. You can call the school hotline (INSERT TELEPHONE NUMBER). You can get more information from (INSERT NAME OF HEALTH AUTHORITY). Visit online at <http://www.xxx> or call the XX Emergency Information line at (xxx) xxx-xxxx.

If the influenza pandemic continues to spread and more students become ill, schools may close for a few days or weeks. The purpose of closing schools will be to keep children from getting sick. If schools are closed, children should stay at home. We suggest you begin planning now for childcare in your home.

## **SCHEDULE “J”**

### *SAMPLE PARENT LETTER #4 (School Closure)*

#### **Draft letter to inform parents schools are closed**

Dear Parents,

The School Jurisdiction has been ordered to close all schools within its jurisdiction. This order is because of the influenza pandemic situation in \_\_\_\_\_, Alberta. All schools are immediately closed until further notice and children should stay home.

Schools may be closed for days or even weeks to reduce contact among children and stop the spread of the influenza. As soon as we learn when we can reopen the school, we will let you know.

We appreciate that many students and their families are sick. We understand this is a difficult time for our community and we wish those who are ill a speedy recovery.

Because the influenza is easily spread from person-to-person, it is not safe for large groups of people to gather. During this time, both children and adults should stay away from other people and groups as much as possible. They should not gather in other locations such as shopping malls, movie theaters or community centers.

For more information, call your healthcare provider or visit (INSERT NAME OF HEALTH AUTHORITY) website at <http://www.xxx> or call the XX Emergency Information line at (xxx) xxx-xxxx. **[Need to confirm just prior to publication that the number is 1-888-959-9911]**

Again, we will contact you as soon as we have information about when school can reopen.

## **SCHEDULE “K”**

### *SAMPLE PARENT LETTER #5 (School Re-Opens)*

#### **Draft letter to inform parents schools are re-opened.**

Dear Parents,

Alberta Health officials have declared the influenza pandemic is under control. Our school will open again on \_\_\_\_\_ (ADD DATE). At this time, students may safely return to class.

Even though school is opening, there are still some people who are sick from the influenza virus. Health officials say that influenza pandemic outbreaks sometimes happen in waves. This means more people could become sick soon again. If more people get sick, schools may need to close again. If this were to be the case, we would communicate with you.

Because the influenza can still be spread from person-to-person, please keep children who are sick at home. Don't send them to school.

We are looking forward to seeing your children again on \_\_\_\_\_ (ADD DATE) at the regular start time at school.

## **SCHEDULE “L”**

### *SAMPLE PRESS RELEASE #1*

#### **School Authorities may work from this draft press release to announce schools remain open.**

For release (DATE)

Contact: (name and number)

#### **School Jurisdiction (name) schools are open but parents should prepare**

Our School Jurisdiction schools remain open despite the influenza pandemic outbreak in Alberta. However, parents are asked to prepare for possible closures if the virus continues to spread.

We are working together with health officials to monitor the situation and parents will be updated with any important information.

"At this time, we believe students can safely attend classes and schools will remain open. Our thoughts are with all of our families and children who are affected," said (health official)

If the influenza pandemic continues to spread and more students become ill, health officials say they may need to order schools closed for a period of time. They urged parents to begin planning now for childcare in their home.

Health officials say parents can help protect their children and prevent the spread of influenza pandemic as they would colds and other influenza by taking the following precautions:

Teach your children to wash hands frequently with soap and water for 20 seconds. Be sure to set a good example by doing this yourself.

Teach your children to cover coughs and sneezes with tissues or by coughing into the inside of the elbow. Be sure to set a good example by doing this yourself.

Teach your children to avoid proximity with people who are sick, and stay home from work or school if you are sick.

Our recommendations may change during the course of an influenza pandemic outbreak. For school updates, parents can call the School Jurisdiction hotline at (INSERT NUMBER) or the (INSERT NAME OF REGIONAL HEALTH ZONE) Emergency Information Line at: (xxx) xxx-xxxx.

For more information on influenza pandemic, visit (INSERT NAME OF HEALTH AUTHORITY) website at <http://www.xxx> or the federal government website at [http://www.phac-aspc.gc.ca/influenza/pandemic\\_qa\\_e.html](http://www.phac-aspc.gc.ca/influenza/pandemic_qa_e.html).

## SCHEDULE "M"

### *SAMPLE PRESS RELEASE 2*

**School Authorities may work from this draft press release to announce school closures. A similar press release may be issued when school re-opens.**

For immediate release (DATE)

Contact: (name and number)

**Order of closure of schools in \_\_\_\_\_**

\_\_\_\_\_ has ordered the closure of schools as a result of the influenza pandemic outbreak in \_\_\_\_\_.

Schools may be closed for a period of time – several days or even weeks. Because the virus is easily spread from person-to-person, Alberta Health Authorities have also ordered other educational institutions to close. Because it is unsafe for large groups of people to gather, health officials warn people to stay away from shopping malls, community centres and other places where germs can be spread.

"We know this is an anxious time for our community and our thoughts are with those who are ill. We are working closely with the schools to deal with the situation and will keep parents updated with any important information," said (Local Health Official).

According to HEALTH OFFICIAL, the purpose of closing schools is to decrease the risk of staff and students getting sick and to limit the spread of infection.

More information on influenza pandemic is available on (INSERT NAME OF HEALTH AUTHORITY) website at <http://www.xxx> or call the XX Emergency Information line at (xxx) xxx-xxxx.

## **SCHEDULE “N”**

### *SAMPLE KEY MESSAGES FOR SCHOOL OFFICIALS (IN THE EVENT OF A PANDEMIC OUTBREAK)*

We know this is an anxious time for our community and we are concerned about those who are ill. We are working closely with local health officials to deal with the situation and will keep parents updated with any important information.

At this time, under the guidance of the Regional Health Zone, we believe students can safely attend classes and schools will remain open.

If the influenza pandemic continues to spread and more students become ill, health officials may need to close schools for an extended period of time (for example, up to \_\_\_\_\_ weeks).

The purpose of closing schools will be to decrease contact among staff and children in order to decrease their risk of getting sick and to limit the spread of infection. If schools are closed, children should stay at home.

We urge parents to plan now for the possibility of schools closing.

Parents can help protect their children and prevent the spread of influenza pandemic as they would colds and other influenza by taking the following precautions:

Teach your children to wash hands frequently with soap and water for 20 seconds. Be sure to set a good example by doing this yourself.

Teach your children to cover coughs and sneezes with tissues or by coughing into the inside of the elbow.

Teach your children to avoid proximity with people who are sick, and stay home from work or school if you are sick.

Recommendations may change during the course of the influenza pandemic. We will make public announcements through the internet, newsletters, and media, and parents can call the School Jurisdiction's hotline at (INSERT HOTLINE).

For more information on influenza pandemic and prevention, visit the website of (INSERT NAME OF HEALTH AUTHORITY) at <http://www.xxx>.



## **SCHEDULE “O”**

### *SAMPLE KEY MESSAGES FOR SCHOOL OFFICIALS (SCHOOL CLOSURES)*

Schools have been ordered closed in \_\_\_\_\_, Alberta, effective \_\_\_\_\_ as a result of the influenza pandemic outbreak in our county.

Schools may be closed for an extended period of time (for example, up to \_\_\_ weeks).

We know this is a difficult time for our community and our hearts go out to those who are ill. We are working closely with health officials to deal with the situation and will keep parents updated with any important information.

Because influenza pandemic is easily spread from person-to-person, it is unsafe for large groups of people to gather and children should stay home. The purpose of closing schools is to decrease contact among staff and children in order to decrease their risk of getting sick and to limit the spread of infection.

During this time, children and adults should stay away from other people and groups, as much as possible. Health officials also advise people should not gather in other locations such as homes, shopping malls, movie theaters or community centers.

Parents can help protect their children and prevent the spread of influenza pandemic as they would colds and other influenza by taking the following precautions:

Teach your children to wash hands frequently with soap and water for 20 seconds. Be sure to set a good example by doing this yourself.

Teach your children to cover coughs and sneezes with tissues or by coughing into the inside of the elbow.

Teach your children to stay at least three feet from people who are sick and stay home from work or school if you are sick.

Recommendations may change during the course of the influenza pandemic. We will make public announcements through the media and parents can call the School Jurisdiction's hotline at (INSERT NUMBER)

1. For more information on influenza pandemic and prevention, visit the website of (INSERT NAME OF HEALTH AUTHORITY) at <http://www.xxx>.