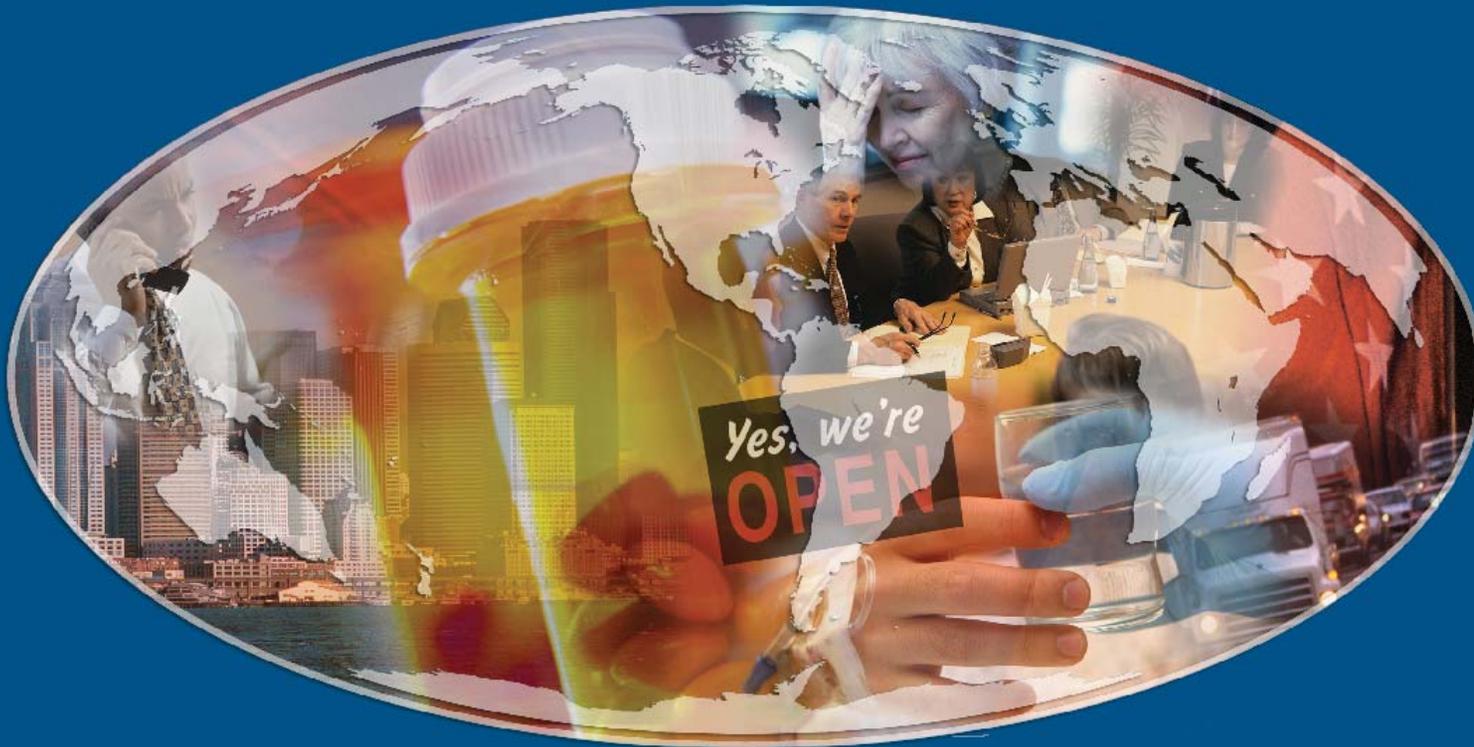


# PANDEMIC INFLUENZA

## Preparedness, Response, and Recovery

### GUIDE FOR CRITICAL INFRASTRUCTURE AND KEY RESOURCES



Homeland  
Security

Annex:  
Emergency Services Sector  
Pandemic Guideline



## ANNEX: Emergency Services Sector Pandemic Influenza Planning Guidelines

**Purpose:** This Sector-specific planning guideline is an annex to the *Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources (CIKR Pandemic Influenza Guide)* and intends to assist the entities within the Emergency Services Sector plan for a pandemic. Sectors that fail to prepare for such a prolonged catastrophic event may find themselves without the staff, equipment, or supplies necessary to continue providing essential services. For a copy of the complete CIKR Pandemic Influenza Guide, please see [www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf](http://www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf).

**How to Use Guidelines:** This guideline serves as a non-prescriptive reference for owner-operators and a practical tool that business planners can use to augment and tailor their existing emergency response plans given the unique challenges an influenza pandemic presents. **It is important to integrate your pandemic influenza plan with business continuity and emergency response plans and/or the CIKR Pandemic Influenza Guide's comprehensive framework for pandemic influenza catastrophic planning.** This annex addresses the major challenges the Emergency Services Sector may face and should assess in its pandemic influenza planning within the seven key areas of vulnerability highlighted in blue boxes in the Guideline. While not necessarily applicable to all entities in a given sector, each relevant *Action*, *Supporting Action*, and *Question* in this Guideline can be integrated and managed as a separate checklist item during the planning process.

- **Actions:** These are primary checklist items with numerous related supporting actions and questions to consider.
- **Supporting Actions:** Expanding on the overarching action, these supporting actions offer suggestions for further study.
- **Questions to Consider:** These questions are sector-specific and designed to focus on the main and supporting actions. The questions are not comprehensive for all various segments in the sector; they are designed simply to represent a starting point to stimulate thinking about further actions and options.

**Planning Assumptions:** Influenza pandemics are unpredictable events, and it is impossible to forecast their characteristics or severity accurately. The Centers for Disease Control and Prevention (CDC) define a severe pandemic influenza as a Category 4 or 5 with case fatality ratio of 1 percent or higher. Given today's highly mobile population, if a severe pandemic influenza emerges, outbreaks may occur nearly simultaneously across the country making reallocation of resources more difficult than in other emergencies. Therefore, each agency must rely primarily on its own internal resources and workers, for protection (including security) and response. While an influenza pandemic will likely affect a given community for six to eight weeks, nationally a wave may linger for up to 12 weeks. Thus, even though a community outbreak may have subsided, businesses in those communities that depend on a national supply chain may find themselves without the necessary materials, supplies, and workforce because other communities across the country may still be affected by an outbreak. This guidance, which is based on disease impact assumptions ([pandemicflu.gov/plan/pandplan.html](http://pandemicflu.gov/plan/pandplan.html)) from the CDC, includes the following assumptions:

- *Susceptibility to the pandemic influenza virus will be universal.*
- *Once sustained person-to-person transmission begins, the disease will spread rapidly around the globe.*
- *The clinical disease attack rate will likely be 30 percent or higher in the overall population during the pandemic influenza.*
- *Rates of absenteeism will depend on the severity of the influenza pandemic. In a severe influenza pandemic, absenteeism attributable to illness, the need to care for ill family members, and fear of infection may range from 20 to 40 percent.*
- *Epidemics will last 6-8 weeks in affected communities.*
- *Multiple waves (periods where community outbreaks strike across the country) will likely occur with each lasting 2-3 months.*

For detailed information on the complete set of planning assumptions and the pandemic influenza context, see Section 3 of the *CIKR Pandemic Influenza Guide* and the other Federal guidance at [www.pandemicflu.gov](http://www.pandemicflu.gov).



## ESSENTIAL SERVICES AND FUNCTIONS

All CIKR sectors will experience influenza pandemic impacts – the Emergency Services Sector (ESS) is no exception. The sector consists of assets, systems and networks that perform preparedness, prevention, response and recovery functions so critical to protecting communities, saving lives, protecting property and recovering essential community services in the event of a disaster, that their incapacitation would have a debilitating impact on the Nation’s security, public health and safety, and psychological or moral well-being.<sup>1</sup> The following functions represent the various roles and responsibilities of the ESS: law enforcement, bomb/explosive/ordnance disposal (EOD), special weapons and tactics (SWAT) and tactical operations, firefighting, emergency medical service (EMS), search and rescue (SAR), urban search and rescue (US&R), emergency management (EM), and hazardous materials and response (HAZMAT).

**ACTION Identify and assess essential services and functions.**

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Prioritize essential services and functions according to their value to the community and sustainability of organization.	<ul style="list-style-type: none"> <li>• How will pandemic influenza impact delivery of your essential services?</li> <li>• Which of your services will be most needed, and can you estimate the increased demand for them during an influenza pandemic? Can you prioritize essential services and functions?</li> <li>• What functions and services can you suspend during an influenza pandemic? How can providers of these services be of assistance in an influenza pandemic?</li> <li>• Do you have a plan for surveillance and detection of pandemic influenza in the population served? Do you have an appropriate organizational response plan in place?</li> <li>• Do you have an education and training plan to ensure that personnel understand the implications of, and control measures for, pandemic influenza, as well as the current organization plan and community response plans?</li> <li>• Have you prioritized special needs and high-risk groups?</li> <li>• What services can be conducted remotely in order to limit the number of people in the workplace (e.g., billing, call centers, support staff, etc.)?</li> </ul>
<input type="checkbox"/>	Maintain those essential functions and processes required to sustain essential services and operations.	
<input type="checkbox"/>	Identify non-essential services, functions, and processes that can be suspended or adapted to other more essential uses.	
<input type="checkbox"/>	To ensure continuity of services, assess if there are remote connectivity and accessibility options for personnel; particularly support or administrative functions.	

<sup>1</sup> Department of Homeland Security. "Emergency Services Critical Infrastructure and Key Resources Sector-Specific Plan," May 2007.



## ESSENTIAL SYSTEMS, ASSETS AND EQUIPMENT

Unlike other disasters, an influenza pandemic will not likely damage the physical ESS infrastructure. However, planners need to assess the impact that personnel losses will have on the systems, physical assets and equipment that support the operations of the sector. In addition, the negative impact of the influenza pandemic on the supply chain (i.e., “just-in-time” delivery, warehousing, and logistics) could have a significant impact on the ability to get replacement parts and supplies, or to conduct routine maintenance on systems and equipment. Planners should develop contingency plans that address the lack of parts and supplies and reduced maintenance for operating essential systems and equipment. The ESS’ essential systems, assets and equipment include: stations, communication facilities, mobile response units, communications and information technology (IT) systems, emergency command and control centers, public safety answering points (9-1-1 call centers), emergency operations centers (EOCs), mutual aid and multiagency coordination systems, and medical equipment (e.g., respirators, portable ventilators).

### **ACTION** Review systems and equipment critical to support each essential function.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify equipment and systems that must operate continuously and/or at key times to sustain essential functions.	<ul style="list-style-type: none"> <li>What systems or equipment are essential to ensure your facility can continue to provide your organization’s essential functions?</li> <li>How will you repair failed primary and supporting equipment with a reduced workforce and potential supply shortages?</li> <li>What systems and equipment require regular maintenance (e.g. vehicles, cyber systems)? If that maintenance is not performed, can you continue to use the equipment in an emergency situation?</li> <li>Have you reviewed the contingency plans of your vendors? Have you worked with your vendors to ensure that their requirements and specific contractual obligations are clearly delineated?</li> <li>Do you have replacements available for all essential equipment on-site or locally?</li> <li>How will you maintain hygienic conditions in mission-critical areas used during multiple shifts?</li> <li>How will you maintain hygienic conditions of mission-critical equipment and vehicles?</li> <li>Have you developed standard operating procedures for your systems and equipment, and distributed them broadly to managers and employees?</li> </ul>
<input type="checkbox"/>	Develop contingency plans with vendors to ensure equipment/systems continue to operate.	
<input type="checkbox"/>	Review your systems’ and equipment’s primary and supporting components to identify the impact of single-point and cascading failures.	
<input type="checkbox"/>	Consider how each action relates to those developed to address other emergencies in your existing contingency plans.	

### **ACTION** Develop contingency plans to sustain essential systems and equipment for up to 12 weeks.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Prioritize the options available to you to shift demands on your resources.	<ul style="list-style-type: none"> <li>Have you developed agreements with your supply sources for these items?</li> <li>Have your supply sources provided assurances that they will be able to perform under pandemic conditions?</li> <li>Is there excess operational capacity in your organization to sustain functions while shifting demands on equipment and workers?</li> <li>Have you assessed your supplier’s ability to extend critical inventories?</li> <li>Do you have updated emergency operating plans for these assets to address pandemic influenza conditions (e.g., incorporated social distancing strategies, disciplined personal</li> </ul>
<input type="checkbox"/>	Assess recurring and preventative maintenance requirements.	
<input type="checkbox"/>	Assess implications if essential equipment fails early in a pandemic flu.	



<input type="checkbox"/>	Consider incorporating provisions for mutual aid in your pandemic plan.	<p>hygiene, and use of personal protective equipment)?</p> <ul style="list-style-type: none"> <li>Have you considered partnering with another organization in order to merge resources and integrate essential service capacities given the potentially limited access to supplies, systems and equipment?</li> </ul>
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**ESSENTIAL MATERIALS AND SUPPLIES**

A severe influenza pandemic may disrupt access to your essential materials and supplies necessary to function, for up to 12 weeks. Given an increased reliance on “just-in-time” delivery and the potential impacts that could interrupt your supply chain, it is important to coordinate with suppliers ahead of time to ensure you can obtain essential items including PPE (e.g., masks, gloves, gowns) and other infection control items medical devices and supplies including medical gases, intravenous supplies, as well as fuel, food, and water.

**ACTION Review materials and supplies critical to support each essential function.**

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify the critical supplies you need to provide essential services..	<ul style="list-style-type: none"> <li>Have you considered the demands on your essential materials/supplies (e.g., medical and pharmaceutical supplies, PPE and other infection control items, food, fuel, etc.), which are needed to sustain essential functions and critical operations for up to 12 weeks?</li> <li>What alternative procedures are required if you cannot obtain essential supplies?</li> <li>How will you maintain the flow of inventory items to compensate for an increased demand in services if a disruption in your supply chain develops?</li> <li>What might you be able to substitute as temporary backups for preferred essential supplies?</li> <li>Which supplies and materials have no substitutes?</li> <li>Do you have adequate materials and supplies should you decide to house your workers on-site (e.g., food, water, cots, clothing, blankets, hygiene products, backup generators, etc.)?</li> </ul>
<input type="checkbox"/>	Consider the increased supply demand on materials and supplies necessary to operate equipment and sustain essential functions.	
<input type="checkbox"/>	Identify and assess all internal and external supply-chain support operations and contracts.	
<input type="checkbox"/>	Identify options to reduce demand for essential supplies and materials.	

**ACTION Develop contingency plans to sustain increased demand of materials and supplies for up to 12 weeks.**

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Assess implications of reduced availability to essential materials and supplies.	<ul style="list-style-type: none"> <li>How can you work with your suppliers and support contractors to have more inventory on hand and become better prepared for an influenza pandemic (e.g., collaborate on planning, integrate preparedness training, and stipulate influenza pandemic planning in all supply contracts)?</li> <li>Do your performance assurances contain legal redress and other means to guarantee delivery of equipment, supplies, etc?</li> <li>Have you developed a prioritization system for determining who will receive services in the event of limited supplies?</li> <li>Have you arranged for physical security for your facility, equipment, and supplies?</li> </ul>
<input type="checkbox"/>	Coordinate planning with supply-chain vendors.	
<input type="checkbox"/>	Partner with organizations in advance to cope with the increased demand on your critical supplies.	
<input type="checkbox"/>	Assess security needs for your supplies.	



## ESSENTIAL WORKERS

A severe influenza pandemic may generate extended absences for essential workers that might affect your operations and your supply chain. Estimates are that the workforce absentee rate will be between 20 and 40 percent during a pandemic influenza outbreak. To complicate matters, it will strike randomly among employees. Non-pharmaceutical protective measures should be used during a pandemic including changing work practices including improving hand washing and cough etiquette, using protective equipment such as masks or respirators (e.g., disposable N95s) when appropriate, and social distancing to decrease the frequency and duration of close contact among employees as difficult and unlikely as this may be, especially for the ESS. Protective measures should be linked to the level of occupational exposure. Identifying employees who are critical for operations will also be important.

### **ACTION** Identify the types and numbers of workers to sustain essential functions and services.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify essential workers based on their position/skills necessary to sustain essential functions, goods, and services.	<ul style="list-style-type: none"> <li>Do you have a list of positions that may be less essential during an influenza pandemic and which can be reassigned to support more essential services? Have you established a training program for those workers, if necessary?</li> <li>Have you addressed succession planning in your pandemic plan? Consider building in random 'deletion' of personnel in your pandemic exercises to test the ability of your organization to function and deliver services without certain workers.</li> <li>Have you determined the effects of a 40 percent absentee rate on your organization? Consider designing pandemic exercises that take 40 percent of your workforce out of their usual positions to gauge the impact it will have on the organization's ability to function.</li> <li>What types of workers will be in high demand in an influenza pandemic? How will you ensure there will be enough workers to meet the demand?</li> <li>Have you considered the impact of any authorized outside employment (i.e. second jobs) during an influenza pandemic? How will outside employment effect the availability of ES workers? How will it effect the personal health and finances of ES workers? How will your policies effect exposure between ES workers and other people?</li> <li>What segment of your essential workforce will be affected by the closing of schools and child care facilities for weeks at a time? How can you factor the impacts from these closures into your pandemic influenza plan?</li> </ul>
<input type="checkbox"/>	Define the roles and responsibilities of employees, supervisors, managers, other essential personnel, and labor organizations and associations during an influenza pandemic.	
<input type="checkbox"/>	Assess impacts from short-term and extended absences by various types of essential workers.	
<input type="checkbox"/>	Assess needs given differences in operational demands for essential personnel.	
<input type="checkbox"/>	Assess the options available to obtain backup support on essential operations and determine how quickly this can be started.	

### **ACTION** Identify policies and procedures to ensure a safe workplace.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Emphasize worker/workplace disease control/ protection. See: <a href="http://www.pandemicflu.gov/plan/">www.pandemicflu.gov/plan/</a>	<ul style="list-style-type: none"> <li>Have you determined the types of PPE and infection control measures that are most appropriate for your workers?</li> </ul>



<input type="checkbox"/>	<p><a href="http://workplaceplanning/index.html">workplaceplanning/index.html</a>.</p> <p>Determine the types of PPE that may be best for various worker types and worksites. For information on suggested PPE use, see: <a href="http://www.osha.gov/Publications/influenza_pandemic.html">www.osha.gov/Publications/influenza_pandemic.html</a>.</p> <p>Consider implementing a process to screen employees, patients and visitors for flu symptoms at the entrances to facilities.</p> <p>Develop protocol (i.e., seek medical attention, avoid workplace, notify supervisor) for employees to follow if they contract the virus, show symptoms, or have ill family members.</p> <p>Consider limiting workplace access to visitors and other non-essential workers during an influenza pandemic.</p>	<ul style="list-style-type: none"> <li>• If anticipated for use, have worker-preparedness tasks such as mask and respirator training and fit testing been reviewed and incorporated in the plans based on OSHA requirements?</li> <li>• What worksite cleaning procedures and hygiene measures need to be enhanced to ensure a safe working environment for your employees?</li> <li>• How can the community assist in providing essential services (e.g., medical/nursing educators and students, community emergency response team [CERT] volunteers, and reserve/auxiliary or retired personnel)?</li> <li>• How will you educate your workers about the need for thorough hand washing on a regular basis and the extreme importance of it once the influenza pandemic strikes?</li> <li>• Do you have an integrated surveillance and communications plan in place for medical personnel or healthcare professionals to screen and record employees with influenza symptoms and send them home if symptoms are present?</li> <li>• For fixed-location, administrative and support staff what social distancing measures (e.g., spacing people further apart in the workplace, teleworking, substituting teleconferences for meetings) are most feasible?</li> <li>• What are the implications and risks to workers in an environment where social distancing is not viable and they are exposed to infected individuals (e.g., ambulances transporting infected patients, correctional facilities, jails, courts)?</li> <li>• What is the cost-benefit analysis of closing non-critical common areas, such as break and lunch rooms, and ensuring that shifts do not commingle during shift changes?</li> </ul>
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<b>ACTION Identify policies and procedures to protect and sustain workers during an influenza pandemic.</b>		
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	<p>Reduce demands on critical workers</p>	<ul style="list-style-type: none"> <li>• Do you have an acquisition and distribution plan to provide antiviral medication and vaccines to your employees? Does this coverage extend to families?</li> </ul>
<input type="checkbox"/>	<p>Devise a plan to distribute antiviral medication</p>	<ul style="list-style-type: none"> <li>• Have you educated your workers about antivirals so that they will be more willing to take them when necessary?</li> </ul>
<input type="checkbox"/>	<p>Consider temporary options to increase the number of critical workers.</p>	<ul style="list-style-type: none"> <li>• Do you have processes or options to increase worker availability?</li> </ul>
<input type="checkbox"/>	<p>Cross-train workers so they are capable of performing multiple essential tasks.</p>	<ul style="list-style-type: none"> <li>• Do you have a cross-training plan to prepare workers for non-standard positions?</li> </ul>
<input type="checkbox"/>	<p>Consider, where practical, plans to have an increased number of employees work from a safer off-site location or live at the worksite.</p>	<ul style="list-style-type: none"> <li>• Have you considered off-site, long-term and isolation capacity for essential personnel?</li> </ul>
<input type="checkbox"/>		<ul style="list-style-type: none"> <li>• Is your telecommunications/IT infrastructure capable of shifting 9-1-1 calls, data and management of field operations off-site?</li> </ul>



**ACTION Identify Human Resource (HR) protective actions and policies to sustain essential workforce.**

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Assess standard HR policies and procedures.	<ul style="list-style-type: none"> <li>• Have you adapted existing and/or developed new (i.e., more flexible) sick leave policies to support ill workers and their ill family members during a pandemic (<a href="http://www.pandemicflu.gov/plan/community/commitigation.html">www.pandemicflu.gov/plan/community/commitigation.html</a>)?</li> <li>• Have you met with unions and associations to plan temporary implementation of new policies during an influenza pandemic?</li> <li>• Have you communicated with workers and their families about potential HR policy changes?</li> <li>• Have you coordinated with community resources to support workers and their families at the onset, during, and following a pandemic (e.g. CERT, the American Red Cross, faith-based organizations, and other family assistance groups)?</li> <li>• Have you identified additional support services (including mental health services) that workers and their families may need during and after the pandemic?</li> <li>• Have you identified possible actions to help reduce potential abuse of the leave policies you have adapted for a pandemic?</li> <li>• Have you developed a staff travel policy for work and non-work related travel, including possible provisions for quarantine after returning from infected areas? How will your policy affect your mutual aid plans?</li> <li>• Have you considered relevant Federal, State, or local laws (e.g., FMLA <a href="http://www.dol.gov/esa/whd/fmla/">www.dol.gov/esa/whd/fmla/</a>) that govern extended leave for employees?</li> <li>• What are the potential workers compensation and insurance coverage issues that may arise?</li> </ul>
<input type="checkbox"/>	Develop additional HR policies specific to pandemic influenza response.	
<input type="checkbox"/>	Identify likely legal considerations that may arise from these new HR actions as well as other policy changes.	
<input type="checkbox"/>	Develop plans and procedures that provide priority support and assistance to employees' families.	
<input type="checkbox"/>	Provide regular communication to all staff on the latest health advisories and recommendations regarding the influenza pandemic.	

**ESSENTIAL INTERDEPENDENCIES**

When an influenza pandemic strikes, it will affect nearly every sector of our society. Preparedness and response will require a coordinated nation-wide response, including Federal, State, local governments and the private sector. To facilitate a swift influenza pandemic response and recovery, the ESS must identify and sustain its essential interdependencies within and across sectors. All sectors rely on the ESS. Conversely, the ESS relies on several other sectors in significant ways including the Energy sector to provide power, the Public Health and Healthcare sector to receive patients, the Transportation sector so they can move personnel, patients and supplies, the Communications sector to ensure emergency communication systems are functioning, the Information Technology sector to acquire emergent, operational information, and the Water and Wastewater sector for firefighting, sanitization, and potable water.

**ACTION Identify interdependent relationships and take actions to sustain this essential support.**

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Assess your essential service support requirements within the ESS.	<ul style="list-style-type: none"> <li>• What other sectors (e.g., Energy, IT, Water) do you depend on most to sustain essential operations? Will these sectors have any special needs beyond what you are already providing?</li> <li>• What impact will the pandemic influenza have on delivery of utilities (e.g., water, gas, electricity) to your organization, given an absentee rate of up to 40 percent in businesses of</li> </ul>
<input type="checkbox"/>	Assess your external cross-sector essential service support requirements.	



<input type="checkbox"/>	<p>Collaborate with public/private partners, such as State and local health authorities.</p>	<p>all sectors?</p> <ul style="list-style-type: none"> <li>• Have you considered the alternatives if a sector on which you depend on is no longer able to provide needed services or goods?</li> <li>• What have you done to coordinate and enhance your support priority from businesses on which you depend, inside and outside your sector?</li> <li>• Have you communicated with your service providers and suppliers about the need to coordinate planning for an influenza pandemic?</li> <li>• Do you have a strategy to work with health departments and local and national media outlets to convey important information to the community?</li> <li>• Do you participate in public and private pandemic influenza planning and response training exercises?</li> <li>• Can you collaborate and plan with similar organizations to establish mutual support agreements for equipment, supplies and workers?</li> </ul>
<input type="checkbox"/>	<p>Consider coordinating joint operational plans with service providers, utilities, suppliers and customers.</p>	

**REGULATORY ISSUES**

In response to an influenza pandemic, the government may provide direct support in the form of vaccines, antiviral medications, and personal protection supplies for essential workers; priority and clearances for supply deliveries; and on-site public safety and physical security augmentation. Indirect support may come from governmental relief and waivers from sector-specific regulatory requirements. It is important to understand clearly that public and private sector organizations should not rely on possible regulatory relief and/or waivers in their pandemic planning. However, early discussions with regulatory officials can help to identify issues that may need to be addressed before and during an influenza pandemic.

**ACTION Identify Federal/State/local regulatory regulations that may affect facility operations.**

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	<p>Identify regulations that, if temporarily modified, would reduce impacts on critical functions, resources, and workers.</p>	<ul style="list-style-type: none"> <li>• Have you coordinated with Federal, State and local officials to raise awareness of possible regulatory relief and/or waivers to consider in sustaining essential operations (e.g., adjusting routine safety inspection schedules, continuity of jury trials)?</li> <li>• Have you coordinated with State officials to develop, adapt, and/or modify State pandemic flu plans to address regulatory issues, including pre-adoption of necessary legislation?</li> <li>• What are the potential impacts resulting from government response actions and cross-jurisdictional differences in response (e.g., possible quarantine of specific communities; widespread or localized travel restrictions)? Will these or other public health interventions stress the protective capacity of the emergency services system?</li> <li>• Will essential workers (e.g., emergency responders, supply chain logistics/delivery) be given travel clearances in pandemic influenza impacted areas, especially where overlapping jurisdictions are concerned?</li> <li>• What temporary government actions (e.g., prioritization of government procurements/requests, State and federal Department of Labor requirements) may help with continuity and delivery of essential services and functions? For example, will the ESS need</li> </ul>
<input type="checkbox"/>	<p>Identify direct and indirect government support options that may be necessary to sustain your operations.</p>	
<input type="checkbox"/>	<p>Coordinate possible direct and indirect support and specific regulatory constraints and relief options in advance with your appropriate Federal/State/local government officials, associations, and agencies.</p>	



<input type="checkbox"/> Communicate potential relief actions in advance to workers, supporting entities, insurers, and customers.  <input type="checkbox"/> Review pertinent legal authorities, especially those pertaining to the provision of emergency powers and declaration of emergencies.	for fuel be met? <ul style="list-style-type: none"> <li>• Are there potential temporary worker/workforce regulatory challenges (e.g., credentialing and licensing of workers, extending work hours) specific to pandemic flu to consider?</li> <li>• What scope of practice issues do you need to address to ensure delivery of essential services?</li> </ul>
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### IMPACTS FROM COMMUNITY DISEASE MITIGATION STRATEGIES

To reduce impacts from a pandemic flu outbreak, Federal, State, and local governments, as well as private entities, may implement a variety of strategies, including: mandatory voluntary isolation, mandatory voluntary home quarantine, cancellation of planned mass gatherings, school closures, and social distancing of adults in the community and workplace. The public health and social distancing strategies may ultimately contain the disease and reduce the risk of infection and death, but they will also have significant consequences for businesses and organizations in all sectors. For information on community mitigation strategies, please see [www.pandemicflu.gov/plan/community/commitigation.html](http://www.pandemicflu.gov/plan/community/commitigation.html), particularly Appendix 4, and Section 3 of the *CIKR Pandemic Influenza Guide*.

**ACTION Identify effects from mitigation strategies; take actions to reduce negative impacts.**

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Plan for implementing Community Mitigation Strategies during a pandemic. Plan for the consequences of these protective strategies. See: <a href="http://www.pandemicflu.gov/plan/community/commitigation.html">www.pandemicflu.gov/plan/community/commitigation.html</a>	<ul style="list-style-type: none"> <li>• How can you communicate these strategies to your workers and assure them that their health and well-being is of the highest priority? What interventions will be offered to protect them during the pandemic influenza?</li> <li>• What impact will social distancing strategies, including the closure of public transportation systems and canceling of mass gatherings, have on your organization?</li> <li>• Have you established and executed plans and procedures designed to provide support and assistance to the family members of your employees?</li> <li>• How can you alter workplace practices to limit the spread of the virus (e.g., PPE, hand hygiene, discourage handshaking, reduce use of public transportation, etc.)?</li> <li>• Have you met with your local leaders on the timing of measures, alerts, and implementation they are considering for the community at-large, and on the complementary triggers for your operational response?</li> <li>• Have you compiled a list of employee contact numbers and email addresses to ensure communications during the pandemic influenza?</li> <li>• Have you considered contracting with an occupational health provider or Pharmaceuticals Distribution Manager (PDM) for your staff to help manage the legal and logistical aspects of procuring, storing and distributing any PPE, hygienic products, antiviral medications, or vaccines that your organization secures?</li> </ul>
<input type="checkbox"/>	Identify the strategies that your State/community may/can employ.	
<input type="checkbox"/>	Consider the need to separate the workforce, establish independent locations, and/or preserve a clean work site.	
<input type="checkbox"/>	Discuss with workers the potential impacts of these strategies.	
<input type="checkbox"/>	Familiarize yourself with your community's influenza pandemic planning trigger points and the CDC's Pandemic Severity Index to determine the timing and use of mitigation interventions. For more information, see: <a href="http://www.pandemicflu.gov/plan/community/commitigation.html#IV">www.pandemicflu.gov/plan/community/commitigation.html#IV</a>	



For additional useful information, including a PDF copy of the complete ***Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources***, visit [www.pandemicflu.gov](http://www.pandemicflu.gov) or email your questions to [dhspandemic@dhs.gov](mailto:dhspandemic@dhs.gov).