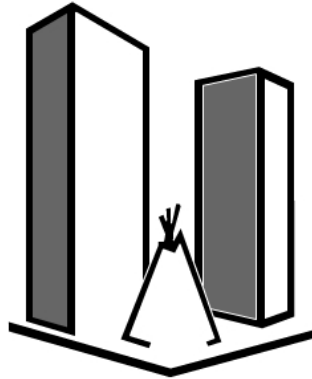


National Association of Friendship Centres



Guide to Influenza Pandemic Preparedness and Service Continuity Planning For Friendship Centres

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Dear Friends,

On behalf of the National Association of Friendship Centres, I wish to thank you, your staff, volunteers and members for the leadership and dedicated service that you have provided for the urban Aboriginal population during the influenza pandemic. We have always recognized that Friendship Centres have a unique relationship with the urban Aboriginal population and that they continue to play a central role in keeping this population well-informed and safe.

As part of our on-going commitment to support you in your efforts we have prepared the following guide to preparedness and service continuity planning. This was a major recommendation which emerged from our survey and consultations conducted last November.

Inside you will find information, checklists and tools that will assist your Friendship Centre to develop or revise your influenza preparedness or business continuity plans. While we recognize the vital role that you have already played in the response to the influenza pandemic for our communities, we would also like to remind you that the Public Health Agency of Canada continues to warn us of the threats posed by a third wave of the H1N1 pandemic. So I would like to encourage all of you to review and revise your pandemic plans if you have not already done so and please be assured that the NAFC will do all that it can to assist you to help keeping our brothers and sisters safe this flu season.

Meegwetch.

In Friendship,

Peter Dinsdale
National Association of Friendship Centres

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Introduction

Friendship Centres can continue to play a vital role in helping to keep the urban Aboriginal population healthy during this flu season since they are uniquely positioned to help communicate important health information to clients who are most vulnerable and hard-to-reach. This guide is intended to provide Friendship Centres with specific steps that they can take to keep the urban Aboriginal population healthy including steps to develop your pandemic preparedness and response plans, including service continuity planning and human resources policies. Since there is a great deal of variation among Friendship Centres, different parts of this document may be more relevant to your organizational needs than others. It is important, therefore, that you design your own respective plan that is relevant and useful for your needs.

Potential Impact of an Influenza Pandemic

Businesses and organizations will be affected by a pandemic. The impact will vary to some degree but probably all will be impacted to some extent.

The first and most probable consequence of an influenza pandemic will be an increase in absenteeism among staff. Employees may be absent due to illness, to take care of sick children or parents, or be forced to stay home because of school and daycare closings, or simply from fear of contracting the virus.

The Public Health Agency of Canada (PHAC) recommends that employers should plan for a total workplace absenteeism rate of between 20% and 25% during the peak two-week period with lower rates in the subsequent weeks. This contrasts with an average total absenteeism in a normal winter of 8%. The pandemic is also expected to come in 2 or 3 waves about 3 to 9 months separating each outbreak. Each wave is expected to last approximately 6 to 8 weeks with these cycles lasting for up to two years.¹

¹ Public Health Agency of Canada “The Canadian Pandemic Influenza Plan for the Health Sector.” Retrieved January 9, 2010 from <http://www.phac-aspc.gc.ca/cpip-pclcpi/s02-eng.php#24>

In addition to reduced labour supply, other possible effects from a pandemic for businesses and organizations include:

- Changes in demands for services (increased or decreased)
- Reduction or restrictions on public meetings or gatherings
- Reduced availability of health care or home care services
- Interruption in getting supplies or materials
- Restrictions on travel

Your Friendship Centre could thus face challenges in maintaining staffing levels and essential operations, acquiring supplies and providing services to your clients.

Depending on its length and severity, an influenza pandemic could have a significant impact on your Friendship Centre's operations. It requires, therefore, special planning in order to prevent any significant negative impact on your Friendship Centre.

Pandemic planning, and more precisely, continuity planning involves a proactive process that helps to ensure that critical services are maintained. These include those services that if disrupted, even for a short period of time, could have serious consequences for your operations and your clients.

Developing a preparedness and continuity plan will help your Friendship Centre to identify your critical processes, operations and functions, how a pandemic may affect your Friendship Centre's operations and how best work around these situations to maintain essential services and operations during a pandemic. This involves the following elements:

- Plans, measures and arrangements to ensure the continuous delivery of essential services
- Identification of necessary resources to support service continuity, including staffing, information, equipment, financial allocations, protection of infrastructure and facilities.

Once a plan has been developed, be sure to revise and keep it up-to-date to ensure that the information and plans are current and timely to any pandemic or emergency.

Pandemic Planning Checklist ²

Collaboration between Friendship Centres and local public health agencies is essential in preparing for an influenza pandemic. The following checklist has been developed to assist Friendship Centres in developing their response and preparedness plans and to help improve their ability to protect the Aboriginal urban community.

1. Planning for the impact of a pandemic:

	Action	Person Responsible
Identify a pandemic coordinator and/or team with defined roles and responsibilities to develop maintain and act upon influenza pandemic preparedness and response planning.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Determine the potential impact of a pandemic on your Friendship Centre's normal activities and services. Plan for situations that may require increases, decreases or modifications to your usual activities and services.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Outline key contacts with multiple back-ups, roles and responsibilities, reporting structure to be put in place during an emergency and update periodically.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Identify and train essential staff (full-time, part-time or volunteer staff) that will be needed to carry on activities and services during a pandemic. Include back-up plans, cross-train staff in other jobs so others can fill-in. Ensure that no impediments exist for replacement workers (i.e. required certification, background checks, etc.)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Conduct a simulation exercise or drill to test your response and preparedness plan. Review and revise your plan if needed.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	

2. Communicate with and educate your staff, members and clients:

	Action	Person Responsible
Identify sources to up-to-date and reliable pandemic information including public health advisories from local, provincial and federal agencies. Refer staff, members and clients to these sources for more information. Check with www.fightflu.ca	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	

² The checklist has been adapted from the Pandemic Influenza: Faith-Based & Community Organizations Pandemic Influenza Preparedness Checklist developed by the Centres for Disease Control, January 2006. Retrieved January 5, 2010 from www.flu.gov/professional/community/faithcomchecklist.html and the Alberta Health Services Pandemic Influenza: Faith-Based & Community Organizations Planning Checklist, February 2007. Retrieved January 5, 2010 from www.albertahealthservices.ca

- Distribute materials with basic information about pandemic influenza: signs and symptoms, how it is spread, ways to protect yourself and your family. When appropriate, include basic information in public meetings, classes, trainings, group meetings, and announcements. Yes No
 n/a
- Share information about your response plans with staff, members and clients. Yes No
 n/a
- Develop tools to communicate information about pandemic status and your Friendship Centre's response. Yes No
 n/a
- Consider how your organization can contribute to addressing rumours, fear and anxiety. Advise staff, members and clients to follow information provided by federal, provincial or local public health authorities. Yes No
 n/a
- Ensure that the information communicated is appropriate for the culture, languages and education levels of your staff, members and clients. Yes No
 n/a

3. Plan for the impact of a pandemic on your staff, members and clients:

- | | Action | Person Responsible |
|--|--|---------------------------|
| Plan for staff absences during a pandemic due to personal and/or family illnesses, quarantines, school, business and public transportation closures. Staff may include full-time, part-time, unpaid personnel and volunteers. | <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> n/a | |
| Work with local health authorities to encourage influenza vaccination for staff, members and clients. | <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> n/a | |
| Evaluate access to health, mental health and social services during a pandemic for your staff, members and clients. Plan to improve access to these services if needed. | <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> n/a | |
| Identify persons with special needs (e.g. elderly, disabled, limited English or French speakers, homeless). Be sure to include their needs in your planning. Establish relationships with them in advance so they will expect and trust your presence during a crisis. | <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> n/a | |

4. Set up policies to follow during a pandemic:

- | | Action | Person Responsible |
|--|--|---------------------------|
| Evaluate your Friendship Centre's usual activities and services to identify those that may facilitate virus spread from person to person. Set up policies to modify these activities to prevent the spread of pandemic influenza (e.g. guidance for respiratory hygiene and cough etiquette, and instructions for persons with influenza symptoms to stay home.) | <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> n/a | |
| Implement guidelines to modify the frequency and type of face-to-face contact (e.g. hand-shaking, direct participation in meetings, close sharing of office space, shared working materials) among employees, members and clients | <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> n/a | |
| Set up sick-leave policies for staff suspected to be ill or who become ill at the worksite. | <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> n/a | |
| Set up policies for staff leave for personal illness or to care for sick family members during a pandemic. | <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> n/a | |

- Set up policies for flexible work hours and/or working from home. Yes No
 n/a
- Establish plan activation guidelines with defined roles, responsibilities, procedures and the communication for the activation and discontinuation of the pandemic plan Yes No
 n/a

5. Allocate resources to protect staff, members and clients:

	Action	Person Responsible
Determine the amount of supplies needed to promote hand hygiene and respiratory etiquette (“cover your cough”) and how they will be obtained.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Provide sufficient and accessible infection control supplies (e.g. hand-hygiene products, tissues and receptacles for their disposal) in all locations.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Consider limiting your Centre’s services and activities to only those that are most needed during and emergency (e.g. social services or mental/spiritual health services)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	

6. Coordinate with outside organizations and agencies:

	Action	Person Responsible
Understand the role of local, provincial and federal public health agencies and emergency responders and what to expect and what not to expect during a pandemic.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Assign a contact person to work with local and provincial health agencies, local healthcare facilities to better understand their plans. Share your preparedness and response plan and what your organization can contribute.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Coordinate with local health authorities to improve the availability of medical advice and timely/urgent medical services and treatment for staff, members and clients.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Work together with other local organizations and through networks and share what you’ve learned to improve community response efforts.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	

7. Caring for Clients in a Shelter/Street Setting:

	Action	Person Responsible
Develop policies and procedures to gather health-related information during the intake process, case management guidelines, isolation recommendations	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Educate shelter staff on how to care for mildly ill clients while minimizing contact	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	
Educate staff on when to seek emergency medical care	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a	

Training of outreach workers to recognize symptoms of influenza, steps to reduce transmission and directing clients to vaccination and/or treatment facilities

Yes No

n/a

Provide outreach workers with informational material and infection control supplies (e.g. hand-hygiene products, disposable gloves, tissues) with clear guidelines for their distribution

Yes No

n/a

Service Continuity Plan Template³

The following template is designed to assist you in developing a service continuity plan. Such a plan describes how your Friendship Centre will continue to operate during and after a pandemic. The following template provides tools to help you plan how your key services can be continued. The topics listed are basic suggestions since services and activities provided by Friendship Centres vary widely. Each Friendship Centre should tailor their service continuity plan to their specific needs and to the requirements outlined by their funding agencies.

1. IDENTIFICATION OF THE FRIENDSHIP CENTRE	
Name	Address

2. UPDATING OF THE SERVICE CONTINUITY PLAN	
Date adopted:	
Dates of the update:	

3. PERSONS RESPONSIBLE FOR THE SERVICE CONTINUITY PLAN					
Person responsible					
Last Name	Given Name	Telephone number (office)	Telephone number (home)	Cell phone number	E-mail address

³ Adapted from the *Guide for Preparing a Service Continuity Plan in the Event of an Influenza Pandemic* developed by the Ministère de la Famille et des Aînés (MFA), Government of Quebec. Retrieved January 7, 2010 from

SUBSTITUTE no. 1					
SUBSTITUTE no. 2 (optional)					

Responsibilities of the person(s) responsible for the service continuity plan:

- Preparation of the service continuity plan

Once the continuity plan has been activated in an emergency situation:

- Ensure the management of the Friendship Centre
- Coordinate all aspects of the emergency situation on behalf the Friendship Centre and the Board of Directors and take all necessary decisions on its behalf and report to the Board about them
- Communicate messages in a timely manner to all staff, members and clients
- Ensure that staff are familiar with their responsibilities and know how to proceed
- Ensure the management of employees' presence at work and staff absenteeism
- Authorize the necessary expenditures to deal with the emergency situation
- Serve as liaison officer, primarily with local health authorities and if necessary, the media

3.1 SERVICE CONTINUITY PLAN COMMITTEE			
Last name	Given Name	Specific responsibilities	General responsibility
			Support the coordinator in the preparation, application and evaluation of the service continuity plan

4.0 MAINTAINING OF ESSENTIAL SERVICES

This section provides a list of essential services that should be maintained in your Friendship Centre and steps that should be taken to asses and plan, if needed, additional replacement workers Essential services are those services whose disruption, even for a brief period, would have serious consequences for your operation and for your clients.

4.1 Essential Services in the Friendship Centre

- Management of service continuity plan
- Remuneration, health and safety of employees
- Health and Social Services Referrals
- Shelter and Homeless Services
- Drop-In Centre
- HeadStart Program Activities
- Add other services suited to your circumstances*

4.2 Replacement Human Resources Planning

Guiding principles for determining replacement of human resource needs: Staff absenteeism is estimated at 25%

Scenario 1 (Decrease in demand): The minimum foreseeable demand from clients is **decreased** by 25%. Moreover the decrease could be greater given the fact the reaction of clients to a pandemic is hard to predict and as a result, the impact is difficult to gauge.

Scenario 2 (Increase in demand): The minimum foreseeable demand from clients is **increased** by 25%. Assumption is that there will be a sharp increase in health and social service referrals.

Replacement human resource planning must be done on the basis of the maximum number of clients that can be accommodated in order to ensure an optimal replacement of staff. You must plan your replacement manpower to ensure essential services. The following table will help you to determine your manpower needs assuming an absentee rate of 25%. The exercise will allow you to find alternative solutions regarding finding replacements to meet the need. The entries have been included by way of illustration.

Department	Current no. of staff	No. of staff after 25% absenteeism rate applied	Essential duties	Replacement Human Resource needs	Replacement Human Resource possibilities *
Admin	4	3	yes	1	internal
Health & Soc. Services	4	3	yes	1	internal
HeadStart	8	6	yes	2	trainees
Shelter	8	6	Yes	2	Former workers
Drop-In Centre	4	3	no		Cutback services
Cultural	2	1.5	no		Cutback services
Youth	3	2.25	no		Cutback services
25% Increased				1	internal

demand in Health & Soc. Services					
TOTAL	24			7	

Example: Staff of 24 in 7 different departments but only 4 are declared as essential duties. Factor in increased demand for 4 employees with essential duties that will be absent. An additional person required for increased demand in health and social services referrals. A total of 7 workers are needed. Plans call for 3 internal workers from non-essential services to be retrained and relocated to essential services. HeadStart manpower needs will be filled with early educator trainees. Arrangements need to be made with the training school or program. Similarly, shelter workers require specialized training. The plan calls for the development of a replacement bank of former workers who agree to work during the pandemic.

Sources for replacement human resources:

- Internal reassignment of existing staff
- Replacement bank of retirees, trainees, and volunteers
- Students (part of a placement)
- Loan from partner organizations
- Outside suppliers (replacement agencies)

4.2.1 REQUIRED TRAINING

When designating replacement human resources for specific duties, include provisions for the necessary training to provide the essential service. The following table can help you determine what training plan needs to be put in place to ensure that replacement human resources can assume the responsibilities assigned to them.

Do all the persons designated as human resource replacements have the necessary training to provide the essential service?

- Yes
- No

Position to be Filled	Name of HR Replacement	Required Training	Training Plan

4.2.2 VERIFICATION THAT NO IMPEDIMENT EXISTS

Do all the persons designated as human resource replacements have the necessary certificates or proof that no impediment exists (i.e. background checks)? Is their certificate valid for another year?

- Yes
- No

Name of HR Replacement	Verification under way	Date carried out
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	
	<input type="checkbox"/>	

5.0 HEALTH AND SAFETY MEASURES TO PREVENT VIRUS TRANSMISSION

5.1 Personal Hygiene

5.1.1 Hand Washing and Respiratory Hygiene

What means have you already put in place or do you plan to put in place to promote the awareness of and train your staff, volunteers and clients regarding hand washing and respiratory hygiene (coughing and sneezing)?

Staff	Volunteers	Clients

What material required for the application of prevention measures do you already have in your possession or do you plan to acquire?

--

5.1.2 Limiting Contact

What actions do you plan to take to inform your staff and clients about remaining at a social distance of 1 m from other persons in order to help reduce the risk of transmitting the influenza virus by reducing the proximity of contact? How will you ensure that it is applied during the pandemic?

Staff	Clients

5.2 VACCINATION

What means have you already put in place or do you plan to put in place to promote the awareness of and inform your staff and clients about the importance of being vaccinated against the H1N1 influenza?

Staff	Clients

5.3 CLEANLINESS OF THE PREMISES AND COMMON PLACES

Do you have a structured and planned approach for cleaning surfaces such as railings, door handles and washrooms?

- Yes
- No

What means do you plan to take to reinforce this approach or to implement such an approach?

When it comes to the disinfection of common workspaces, equipment, and toys, what means do you plan to implement to reinforce your approach?

5.4 CONTACTS WITH PERSONS WHO ARE SICK

Do you have policies in place for dealing with staff who are sick?

- Yes
- No

Do you have policies and protocols for receiving and managing the presence of sick clients (e.g. intake protocols)?

- Yes
- No

If you have developed such policies and protocols, are they known and applied by your staff?

- Yes
- No

What measures do you plan to put in place to ensure that the policies and protocols are known to staff and clients and that the measures will be respected?

What other prevention measures to minimize the risk to your employees and clients have you put in place or plan to put in place?

5.5 CLIENTS IN A SHELTER/STREET SETTING

In the case of shelters or transitional housing, do you have a protocol for the isolation, stabilization and transfer of people who are sick to appropriate care facilities?

Have you established partnerships with local, regional or First Nations health authorities to deal with the unique needs of the people in your shelter?

- Yes
- No

Have you developed policies and protocols for your outreach workers to minimize their risk of infections?

- Yes
- No

Are they known by all outreach workers?

- Yes
- No

Have you prepared a list of what materials and equipment your outreach workers should have in their possession?

- Yes
- No

Do you plan to provide further training to your outreach workers on recognizing the symptoms of influenza and on where to direct or refer clients who may be sick?

- Yes
- No

6.0 SUPPLIERS, PARTNERS AND SUBCONTRACTORS

Do you have service agreements with suppliers, partners or subcontractors (housekeeping, accounting, food services, etc.)?

- Yes
- No

Are these goods and services necessary for the delivery of your essential services?

- Yes
- No

Can your suppliers, partners or subcontractors guarantee the delivery of their products or services during a pandemic?

- Yes
- No

The following table can help you plan for alternative solutions in the event of a supply disruption.

Name of Supplier	Service or Product	Alternative Solution

7.0 CONTACT INFORMATION

The following is a list of numbers that should be included in your service continuity plan. These numbers should be kept up to date.

- The number of the police department, fire department, ambulance service: 9-1-1 or local call number
- The number of the public health unit of your region
- The number of the emergency preparedness unit of your region
- The number of the nearest health and social services centre
- The number of the person designated as the pandemic response coordinator
- The list of the telephone numbers of the regular staff and replacements if applicable
- The numbers of trainees, students, retirees and volunteers
- The numbers of partners, suppliers and subcontractors

8.0 COMMUNICATIONS WITH STAFF, CLIENTS AND LOCAL PUBLIC HEALTH AUTHORITIES

8.1 STAFF

- Familiarize your staff with the risk of an influenza pandemic
- Direct your staff towards appropriate information sources, notable the web site www.fightflu.ca
- Present the service continuity plan to your staff, outline their roles and responsibilities, review the means of preventing the transmission of the influenza and the means of communication
- Inform your staff that services and tasks may be changed during a pandemic situation and that you expect everyone to stick together
- Discuss the possibility of the closure of the Friendship Centre while providing information about the steps that will be taken to make such a decision

8.2 CLIENTS AND MEMBERS

- ❑ Inform clients of the risk of the influenza pandemic and the preparations you have made
- ❑ Direct clients to appropriate sources of information such as www.fightflu.ca
- ❑ Inform clients that the Friendship Centre and essential services will remain open in the event of an influenza pandemic

8.3 COMMUNICATON WITH LOCAL PUBLIC HEALTH AUTHORITIES

- ❑ Distribute and pass on information from local public health authorities to your staff and appropriate persons
- ❑ Keep your local public health authority informed of any special situation or get in touch with them to obtain more information or support

Staffing Policies⁴

This section provides examples of a draft staffing policy developed by the National Association of Friendship Centres regarding the H1N1 virus.

- A. Up to an extra 5 days of allowable sick leave without a Doctor's note is extended to employees that are exhibiting influenza-like symptoms. This does not diminish or affect the employee's allowable or accumulated sick leave days under current employment policies.
- B. After 5 days, the employee must provide a Doctor's note to continue to be on extended sick leave. Any further time taken off beyond the first 5 days, the employee must utilize their existing accumulated days under current employment policies.
- C. Due to the nature and seriousness of the H1N1 flu virus and the risk it poses to other individuals, policy 'A' is also extended to part time employees based on existing work patterns.
- D. Employees must provide a list of symptoms they are experiencing in writing, which can include email, to their supervisors prior to being approved for the allowable 5 days of sick leave.

⁴ Adapted from the National Association of Friendship Centres, DRAFT SICK LEAVE POLICY – H1N1 FLU VIRUS. Internal communications. Received January 5, 2010.

- E. During flu season, the employer will ask employees that work with pregnant women and children under the age of one to sign a disclosure waiver. This waiver allows the employer to disclose the employee's condition in order to make contact with the above named individuals in which that employee was working with. This is to ensure pregnant women and parents/guardians of children under the age of one are aware of the potential risk of contracting the virus.
- F. If an employee who normally works with pregnant women and children under the age of one refuses to sign the waiver, the employer will move the employee to another area to restrict their contact with those clients.
- G. Where there has been consent to disclose by an employee and the employee is exhibiting influenza-like symptoms, the employer will make written and direct contact with all pregnant women and parents/guardians of children under the age of one who have been in contact with the affected employee anytime over the previous 5 days. Contact is made with these groups/individuals within 24 hours of learning of the affected employee's condition.
- H. Where one or more employees have a confirmed case of the H1N1 virus, the employer will put up signs around the facility warning staff and clients of the exposure and to take the necessary precautionary measures such as washing hands, coughing into the sleeve of one's shirt, and other precautions as advised by health experts. The signage will be dated one day prior to the day that the employee began to exhibit these symptoms.
- I. Where one or more employees have a confirmed case of the H1N1 virus, the employer will begin disinfecting the following areas for a period of 5 straight days. These areas include, but are not limited to: public computer keyboards and computer mouse, public telephones, bathrooms, reception waiting/sitting areas, handrails, doorknobs, and all children's toys and equipment.

CONCLUSION

Pandemic and service continuity planning is an important exercise that can benefit all Friendship Centres to address the potential impact of an influenza pandemic on its operations. The essential activities outlined in this guide include:

- The creation of a pandemic preparedness planning team or committee
- The preparation of a continuity plan to maintain the Friendship Centre's essential operations

- Planning for highly reduced staff levels due to absenteeism
- Planning in the event of supply or service disruptions
- The management of communications with staff, clients and local health authorities

Like all plans, a pandemic plan must be reviewed and updated on a regular basis as the pandemic evolves and plans must take into account and consideration the cycles and waves that often accompany such pandemics.

Additional Resources

Many other resources have been developed to assist businesses and organizations in developing their pandemic plans. Key and up-to-date information can be **www.fightflu.ca** The following list includes useful sites and resources that were consulted in preparing this guide.

Alberta (Government). Pandemic Influenza. (2009). *Business Checklist*. Website: http://aema.alberta.ca/documents/ema/Business_Pandemic_checklist_final.pdf

Canadian Centre for Occupational Health and Safety (CCOHS) (2009). *Pandemic Planning*. Website: <http://ccohs.ca/pandemic/>

Centers for Disease Control and Prevention (October 2009). *Guidance for Business and Employers to Plan and Respond to the 2009-2010 Influenza Season*. Website: <http://www.flugov/professional/business/guidance.html>

National Healthcare for the Homeless Council (October 2009). *Pandemic Influenza Guidance for Homeless Shelters and Homeless Service Providers*. Website: <http://nhcnc.org/flumanual.pdf>

Quebec, Ministère de la Famille et des Aînés (2008). *Service Continuity Plan*. Website: <http://www.pandemiequebec.gouv.qc.ca/>

Public Health Agency of Canada (PHAC) (December 2009). *Pandemic Preparedness*. Website: <http://www.phac-aspc.gc.ca/influenza/pandemic-eng.php> outlines Canada's response to the Influenza pandemic. Provides useful links to provincial and territorial health authorities.

Public Health Agency of Canada (PHAC) (December 2009). *Business Continuity Planning Resources and Checklists*. Website: <http://www.phac-aspc.gc.ca/influenza/bcp-eng.php> provides links to several resources and templates for creating pandemic preparedness and business continuity plans.

Vancouver Coastal Health (2009). *Pandemic Response Planning Checklist for Homeless and Housing Service Providers*. Website: http://vch.ca/media/Homeless_Housing_Checklist.pdf

U.S. Department of Health and Human Services (2004). Faith-Based and Community Organizations Pandemic Influenza Preparedness Checklist. Retrieved from <http://www.flu.gov/professional/community/faithcomchecklist.html>

U.S. Department of Health and Human Services Center for Faith-based and Neighborhood Partnerships (September 2009). *H1N1 Flu: A Guide for Community and Faith-based Organizations*. Website: <http://flu.gov/professional/community>