

Pandemic Planning For Not-For-Profits

Action	Not Started	In Progress (Who Owns)	Completed
Management			
Develop a management succession plan			
Develop a board succession plan			
Review by-laws to ensure seamless operation during the pandemic (do you need to modify bylaws to deal with quorum issues during the pandemic)			
Mission Critical Functions / Operations			
Identify your mission critical functions			
Identify staffing plans to continue mission critical functions in light of 20 – 40% absences			
Anticipate changes in service delivery that will be required not only with staff reduction but as a result of changing community needs and social distancing.			
Develop mutual aid relationships with other NGOs			
Anticipate mental health issues/concerns with clients and develop an appropriate response.			
Develop relationships with appropriate government entities with the goal of data gathering information on the unfolding situation			
Pandemic Specific			
Develop a Personal Protective Equipment (PPE) plan. Determine the amount PPE of that you might need – masks, hand rubs. Order PPE.			
Develop a social distancing plan.			
Develop a cleaning plan			
Work with Dept. of Public Health or health care provider for seasonal flu vaccinations and when available pandemic vaccine			
Education			
Provide educational material to staff and volunteers on flu			
Educate staff and volunteers on your plan			
Educate clients on the pandemic threat and your plan			

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Human Resources			
Develop HR policies for non-penalized staff leave for personal illness or care for sick family members.			
Develop mandatory “stay at home if sick policy”			
Develop work from home policies.			
Communication			
Ensure telephone trees for staff are up-to-date (include home phone, personal cell phone, home email)			
Ensure telephone trees for volunteers are up-to-date (include home phone, personal cell phone, home email)			
Identify key stakeholders and make sure you have their contact information (home phone, cell, etc.)			
Develop plans to use the web to update stakeholders			
Technology			
Assess your computer systems for the ability to work from home			
Investigate ways to operate virtually (conference calls, Instant Messaging, Yahoo groups, webinars, web meetings, etc.)			
Fundraising			
Will have you a special appeal during the pandemic?			

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Social Distancing

Social distancing is a technique used to minimize close contact among persons in public places, such as work sites and public areas. It involves keeping people three to six feet apart. This can be a challenge in some work environments. The first cases of pandemic influenza in your immediate area could be a trigger for action. Assess your situation daily. Be sure to include this social distancing information in your pandemic staff education.

Some social distancing options include:

- Split teams into different work locations.
- Stagger shift changes so staff can be more easily separated.
- Prohibit face-to-face meetings. Whenever possible, use technology solutions to conduct business, including telephones, video conferencing, and the Internet.
- Avoid unnecessary travel. Cancel or postpone non-essential meetings, gatherings, workshops, and training sessions.
- Contrary to non-pandemic situations, advise your employees to avoid public transportation and drive to work. Or allow a version of “flex time” that will work for you, with employee work hours shifted earlier or later to avoid rush-hour crowds on public transport. Consider enlarging the parking lot, if necessary.
- Introduce staggered lunchtimes to minimize numbers of employees in lunchrooms at any one time.
 - Encourage employees to bring lunch and eat at their desks or away from others.
 - Encourage them to avoid eating in the cafeteria, lunchrooms, and crowded restaurants.
- Advise employees not to congregate in break rooms or smoke-break areas where people normally socialize. If they do, advise them to keep three to six feet from their colleagues.
- Advise employees to avoid shaking hands or hugging.
- Close company gyms, childcare centers, and recreation areas.
- In areas where workstations may be shared (such as call centers) provide each worker with his or her own keyboard and headset or phone. Remind employees not to share their equipment.
 - If not possible, provide cleaning wipes for equipment and ask everyone to wipe down equipment prior to use.

In work settings where social distancing is not possible, the introduction of personal protective equipment (PPE) may make the difference between being open or closed.

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Personal Protective Equipment

Masks may be useful as PPE in some situations, but with significant limitations. There are two types of masks generally available for use in commercial settings: surgical masks and respirators.

Surgical masks (also called “face masks” or “dust masks”). Surgical masks are loose fitting disposable masks. They are recommended for use in situations where social distancing controls cannot be implemented or enforced (for example, when using restrooms, in elevators and stairwells, and when using mass transit).

If masks are provided, there must be employee training on when and where to use them, and when to throw them out. Surgical masks cannot be reused and must be thrown out when they have been used for some period or when they become damp. You also need to figure out the distribution plan and security plan (to ensure supplies don’t “walk off”).

If masks are provided, quantities on hand should be keyed to a Centers for Disease Control (CDC) study that indicates recommended usage in a typical office environment as two masks per person per day. Once the severity index is severe (red) masks should be used in cases where you cannot social distance like elevators, hallways, stairwells, providing care to an ill person or for short times at work when you can’t social distance (health care providers may need to wear them continuously as part of their PPE safeguards). Use should continue during infection waves (approximately 10 weeks per wave), and should continue until virus-specific vaccines are widely available and have been deployed.

Respirators: Respirators (commonly call "N95" or "N100" masks) are recommended only for high risk exposure situations such as health workers or people who are designated for jobs/tasks where they are likely to be exposed to infection (emergency responders, guards/security officers, or floor wardens). Another possible use is for building engineers who work on HVAC systems. Respirators must be fitted properly to the individual to be effective, and can only be used once.

Respirators are difficult to fit properly, uncomfortable, and are generally overkill for use in common office environments. Therefore, the use of respirators is not recommended unless special circumstances warrant doing so.

Hand Sanitizers

Hand sanitizers are included with PPE in this document since their use provides direct protection to the user's person by killing infectious viruses on the hands. To be effective, the sanitizer must be a minimum of 60% alcohol.

Hand sanitizers should be deployed to areas where people cannot easily wash their hands. Employees should be instructed that use of sanitizers is *not* a substitute for washing with soap and water. The most effective placement of hand sanitizers is near elevators, entrances and exits, and by reception and security stations. Hand sanitizers

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should not be placed in or near restrooms because doing so may discourage washing with soap and water.

PPE program questions to address:

- When will the PPE be distributed?
- Who will develop the training needed to support use of PPE?
- Who will deliver initial and refresher training?
- Who will develop a security plan for the PPE supplies?

Facility Cleaning

Respiratory illnesses are spread by droplet nuclei, and our hands carry bacteria and viruses to our faces, where we can then breathe them into our lungs. This makes extensive cleaning of all commonly touched surfaces absolutely essential. During a pandemic, however, janitorial staff is likely to be in short supply. The solution will be a combination of well-trained janitorial staff, and employees cleaning their own areas.

- Develop and/or refine procedures for facility cleaning to minimize disease spread during a pandemic.
 - Will employees clean their own areas?
 - If so, how will equipment and materials be provided?
- Identify which cleaning agents will be used. Ideally, products should have antiviral properties.

Detail your company facility-cleaning plan including supplies and processes.

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Pandemic Influenza Information

The following websites may be monitored for pandemic influenza news, updates, alerts and information on pandemic planning.

- **Canadian Pandemic Influenza**

Overview of Canadian pandemic influenza news

http://www.influenza.gc.ca/index_e.html

- **Public Health Agency Canada**

PHAC pandemic influenza news

<http://www.phac-aspc.gc.ca/influenza/index-eng.php>

- **Health Canada**

Health Canada pandemic influenza news

<http://www.hc-sc.gc.ca/dc-ma/influenza/index-eng.php>

- **World Health Organization**

WHO pandemic influenza news

http://www.who.int/topics/avian_influenza/en/

- **Centers for Disease Control and Prevention**

CDC pandemic influenza news

<http://www.cdc.gov/flu/avian/>

- **Infectious Disease Society of America (IDSA)**

IDSA pandemic influenza news and resources

<http://www.idsociety.org/pandemicinfluenza.htm>

- **ProMed Digest**

<http://www.ProMedMail.org>

- **U.S. Government portal for pandemic flu information**

<http://www.pandemicflu.gov/>

- **San Mateo County DPH - brochures for education**

<http://www.co.sanmateo.ca.us/portal/site/health/menuitem.f44138fe5f6ec63d74452b31d17332a0/?vgnnextoid=6d0c03508b0a0210VgnVCM1000001d37230aRCRD&cpsextcurrchannel=1>

- **San Francisco Department of Public Health**

<http://www.sfcddp.org/fluprogram.html>

- **National Health Service UK – Public Education “Catch It – Bin it – Kill it**

http://www.nhs.uk/Search/Pages/Results.aspx?__JSSniffer=true&searchOption=site&scope=&q=Catch+It%2C+Bin+It%2C+Kill+It.++&x=0&y=0