

**Top Ten Things Organizations
Must Be Doing Right Now**

Coronavirus

ng the industries
sharp increase in
the number of
cases reported
in the United States
and other countries
has led to a global
pandemic. The World
Health Organization
has declared it a
public health emergency.
The virus has spread
to over 200 countries
and has caused more
than 1 million cases
and over 200,000 deaths.
The impact on the
economy has been
devastating, with
many businesses
closing and millions
of people losing
their jobs. The
healthcare system
is overwhelmed,
and many people
are struggling to
access care. The
situation is dire,
and we need to
take action now.

Agenda

- Coronavirus Update
- Pandemic Planning Guidance
 - COVID-19: Pandemic Planning Phases
- Top Ten Things to Do Right Now
- Personal & Family Preparedness
- Questions



Coronavirus Update

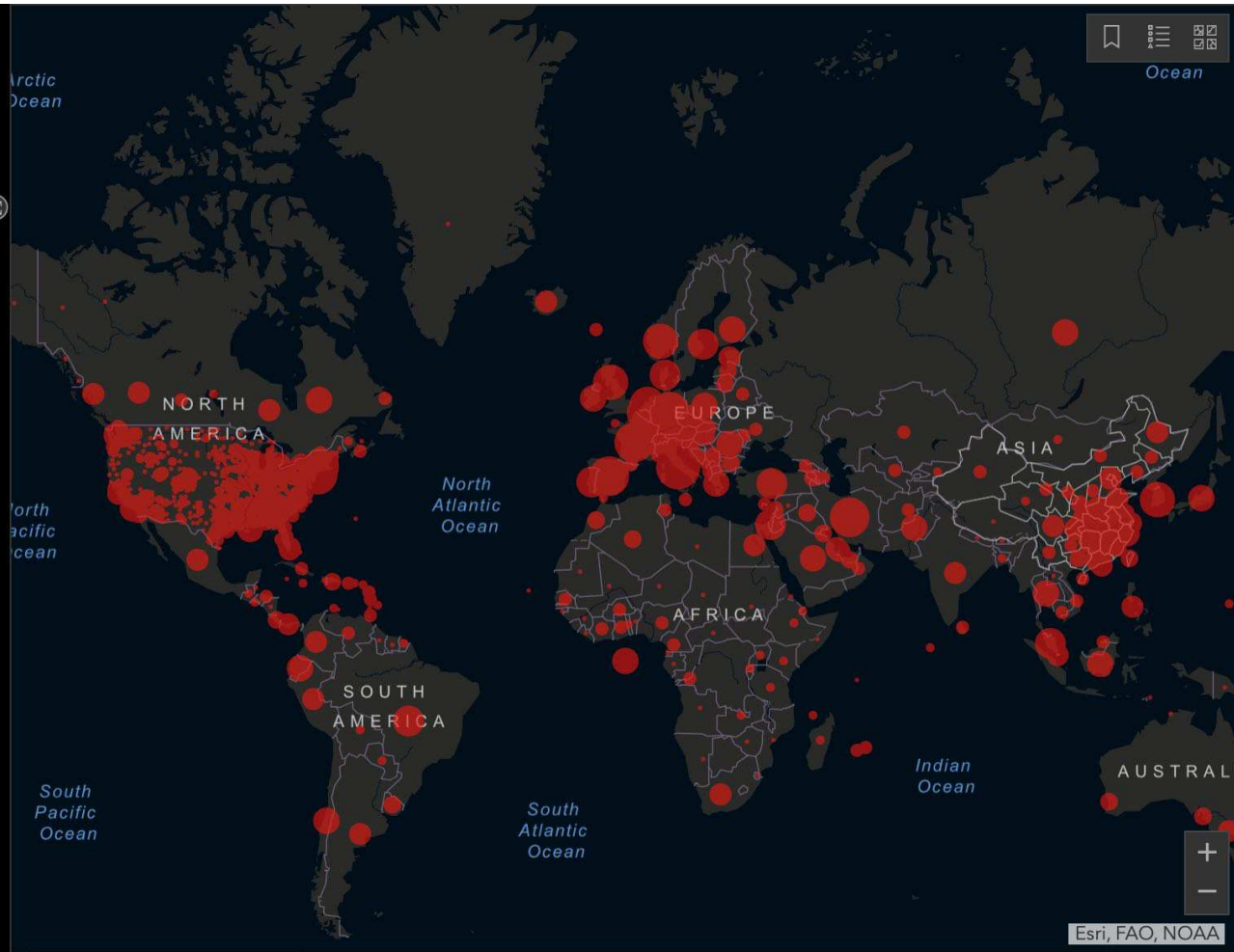
Total Confirmed
487,648

Confirmed Cases by
Country/Region/Sovereignty

- 81,782 China
- 74,386 Italy
- 69,197 US
- 49,515 Spain
- 39,355 Germany
- 29,406 Iran
- 25,604 France
- 11,027 Switzerland
- 9,642 United Kingdom
- 9,241 Korea, South
- 6,440 Netherlands
- 6,235 Belgium
- 6,001 Austria
- 3,404 Canada
- 3,191 Norway
- 2,995 Portugal

Admin1 Admin2 Admin3

Last Updated at (M/D/YYYY)
3/26/2020, 4:29:49 AM



Cumulative Confirmed Cases Active Cases

175
countries/regions

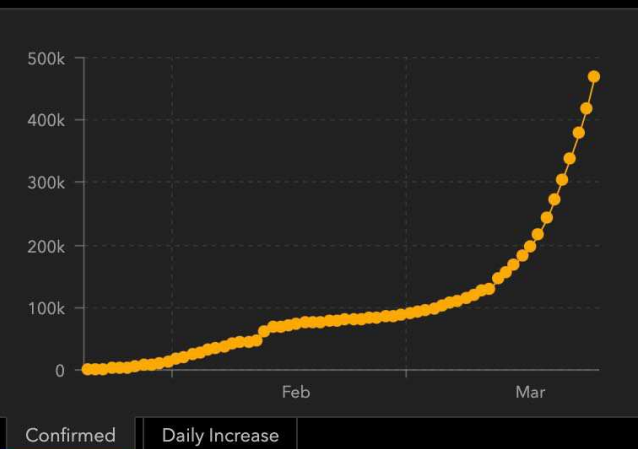
Lancet Inf Dis Article: [Here](#). Mobile Version: [Here](#). Visualization: JHU CSSE. Automation Support: [Esri Living Atlas team](#) and JHU APL. Contact US, FAQ.
Data sources: WHO, CDC, ECDC, NHC, DXY, 1point3acres, Worldometers.info, BNO, state and national government health departments, and local media reports. Read more in this [blog](#).
Downloadable database: GitHub: [Here](#). Feature layer: [Here](#).

Total Deaths
22,030

Total Recovered
117,749

- 7,503 deaths Italy
- 4,089 deaths Spain
- 3,169 deaths Hubei China
- 2,234 deaths Iran
- 1,331 deaths France
- 465 deaths United Kingdom
- 356 deaths Netherlands
- 280 deaths New York City **New York US**
- 222 deaths

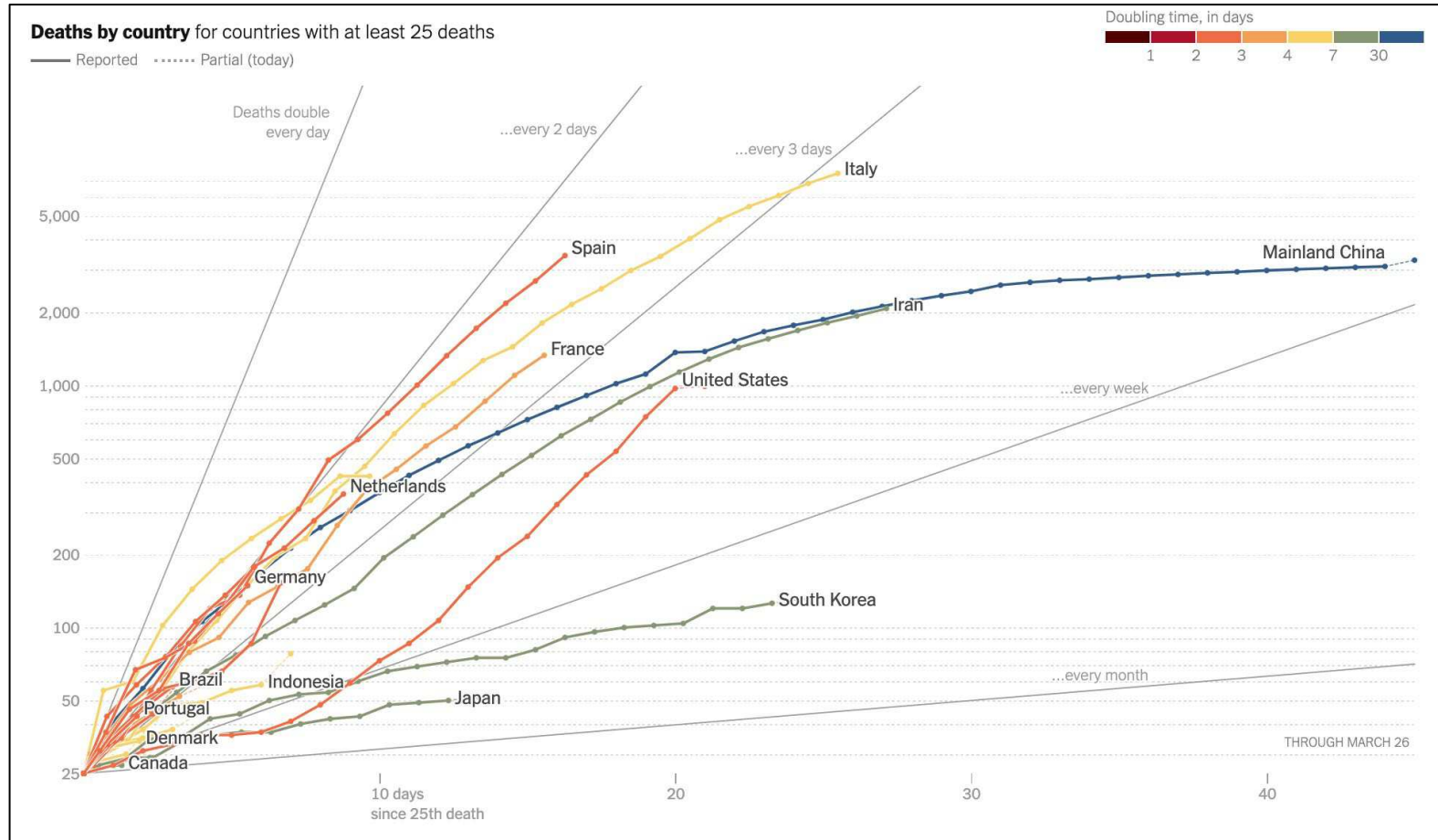
- 61,201 recovered Hubei China
- 10,457 recovered Iran
- 9,362 recovered Italy
- 7,015 recovered Spain
- 4,144 recovered Korea, South
- 3,900 recovered France
- 3,547 recovered Germany
- 1,336 recovered Guangdong China
- 1,250 recovered



Confirmed Daily Increase

<https://gisanddata.maps.arcgis.com/apps/opsdashboard/index.html#/bda7594740fd40299423467b48e9ecf6>

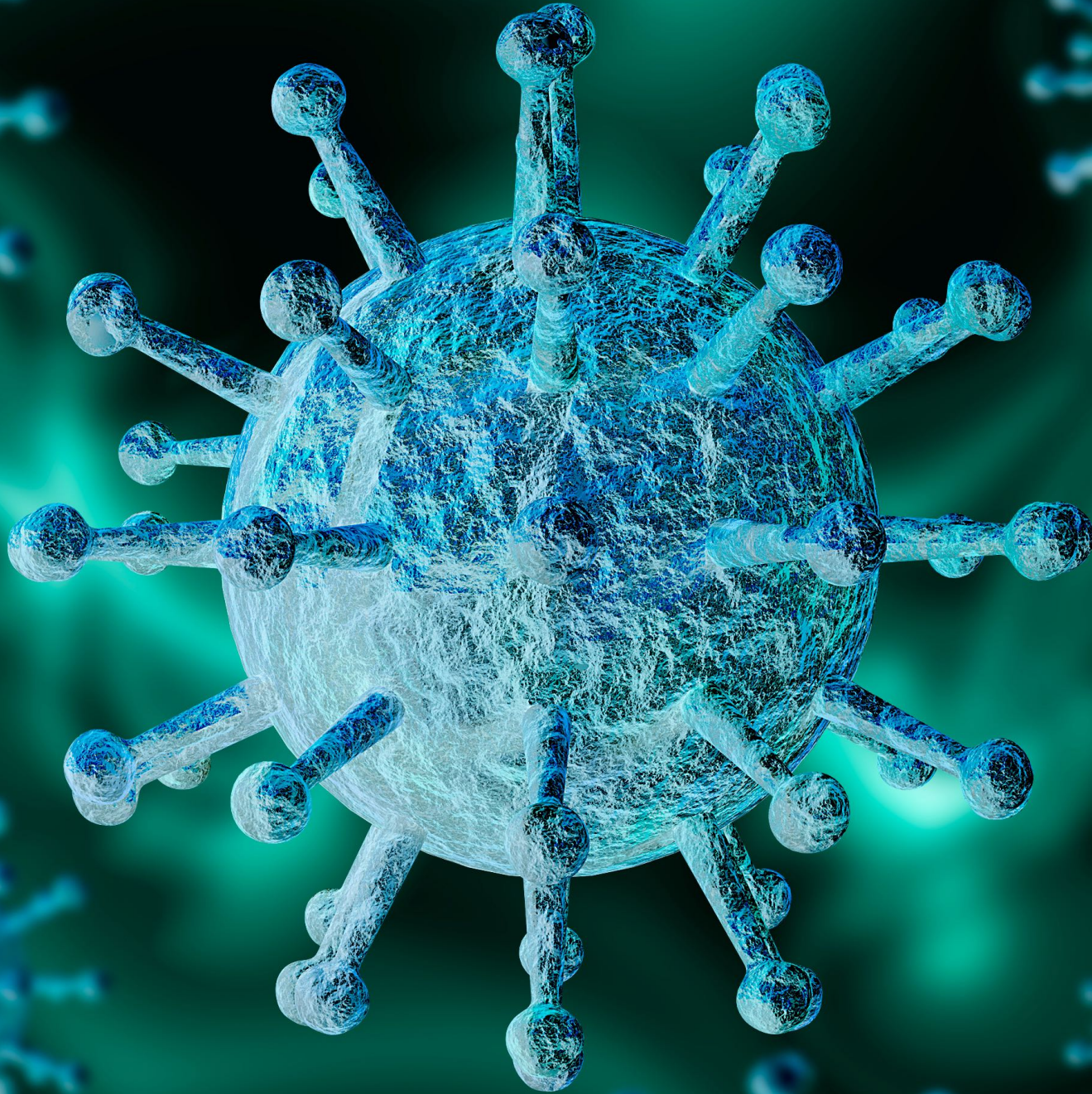
US Current Path - Deaths



US Death toll is currently 971 deaths, doubling every three days

Source: NYT
March 26, 2020

Pandemic Planning Guidance



Business Continuity Planning & Pandemic Planning Phases

Classic Business Continuity Planning

- In the field of Business Continuity, the planning process is often described in four phases:
 1. Plan
 2. Detect
 3. Respond
 4. Recover

Classic Phases of a Pandemic (CDC)

- Phase 1: Investigation Interval
- Phase 2: Recognition Interval
- Phase 3: Initiation Interval
- Phase 4: Acceleration Interval
- Phase 5: Deceleration Interval

COVID-19: Pandemic Planning Phases

1. **Planning** – Prepare plans and prepare in advance of the pandemic
2. **Awareness** – Awareness of the threat and assessment our level of preparedness
3. **Activation/Response** – The threat grows, and we activate our plans and teams
4. **Re-evaluation** (*strategic/tactical*) – A continual and deeper *reassessment*: “what are your *top mission critical functions* that must ***absolutely continue***.” This could *dramatically* change over time.
5. **Cocoon** (*tactical*) / **Re-entry planning** (*strategic/tactical*) – Preservation of the critical functions (by the tactical team) and simultaneously thinking about re-entry/recovery (strategic team)
6. **Re-entry / recovery** – We dig ourselves out of our cocoon and re-emerge with plans in place on how we will start up and move forward
7. **Reinvent** – Once we start up, it is likely that we will emerge from this experience, changed. What will we do differently, what will we keep the same? We have a unique opportunity to *reinvent* ourselves, in ways we might have thought too radical before.

©2020 Regina Phelps



Top Ten Things to Do Right Now

What Should You Be Doing Now?

1. Obtain and distribute situational awareness
2. Conduct highly structured briefings based on your situational awareness and incident action plans (IAP)
3. Maintain productivity while working from home
4. Protect critical employees on the job
5. Redeploy workers to those departments that need help
6. Evaluate your human resource decisions
7. Maintain ongoing communication to all key stakeholders
8. Establish a Plan B team
9. Continual deep re-evaluation
10. Start writing your after-action report now



#1 Situational Awareness

Situational Awareness Definition

- Situational Awareness is the ability to identify, process and comprehend the critical elements of information regarding an incident
 - It's *knowing what is going on around you*
 - This *includes* your remote work force
- Creating situational awareness requires two distinct activities:
 - **Collect:** Observe, acquire and organize information
 - **Process:** Assess and analyze the information to orient yourself to possible impacts

Collect Situational Awareness - *Internal Sources*

- You need to gather information that supports building situational awareness
- What do you need to know from **all** your company locations?
- We recommend focusing questions on five areas:
 1. People
 2. Facilities
 3. Technology
 4. Business Operations
 5. Reputation and Brand

Sample Situational Awareness Questions

- People / Life safety
 - What is happening in your particular area?
 - Paint a picture of what is going on locally
 - Include relevant known social media and public reporting
 - Are there any known or potential changes in government restrictions or guidance?
 - How many employees are reporting illnesses? Any deaths?
 - How do the numbers compare to normal for this time of year?

Sample Situational Awareness Questions

- Facilities
 - Building status: Open, partially open (only Cat 1 staff), closed
 - Do we have any health supply-related concerns?
 - Do we have adequate supplies of masks, gloves, wipes, hand sanitizer, etc.?
 - Are there any other facility-related issues such as janitorial or cleaning issues?
- Technology
 - Is there sufficient bandwidth to support work-from-home strategies for most employees?
 - Has there been an increase in cyber-attacks?
 - Are “WFH” employees having hardware or support issues?

Sample Situational Awareness Questions

- Business Operations
 - What are the effects on business operations: no issues, some problems, major impact? Are remote workers productive and meeting their deliverables?
 - Have we “rethought” what happens when we have significant interruptions?
 - Are we experiencing any supply chain disruptions; are we prepared for future problems?
 - Any there customer comments, complaints or concerns?
- Reputation and Brand
 - Is the company in the news? Are we seeing any new inquiries?
 - Could the company become part of a news story?
 - Are holding statements ready? Is our stakeholder list current?
 - Have our crisis communication advisors been alerted?

Collect Situational Awareness - External Sources

- Develop a list of solid, credible health sources
 - WHO: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>
 - CDC: <https://www.cdc.gov/coronavirus/index.html>
 - Johns Hopkin University
<https://gisanddata.maps.arcgis.com/apps/opsdashboard/index.html#/bda7594740fd40299423467b48e9ecf6>
 - Your local County Department of Public Health
 - Infectious Disease MD in your area or from a university teaching environment

Collect Situational Awareness - External Sources

- Develop a list of solid, credible outside *news* sources
 - New York Times
 - Washington Post
 - Bloomberg News
 - NPR
 - Guardian
 - Bloomberg News
 - Reuters
 - BBC
- Fact check ALL social media posts from unknown sources
 - Warn your employees to question unverified “news” reports
 - Be alert for and prepared to quickly respond to internal rumors

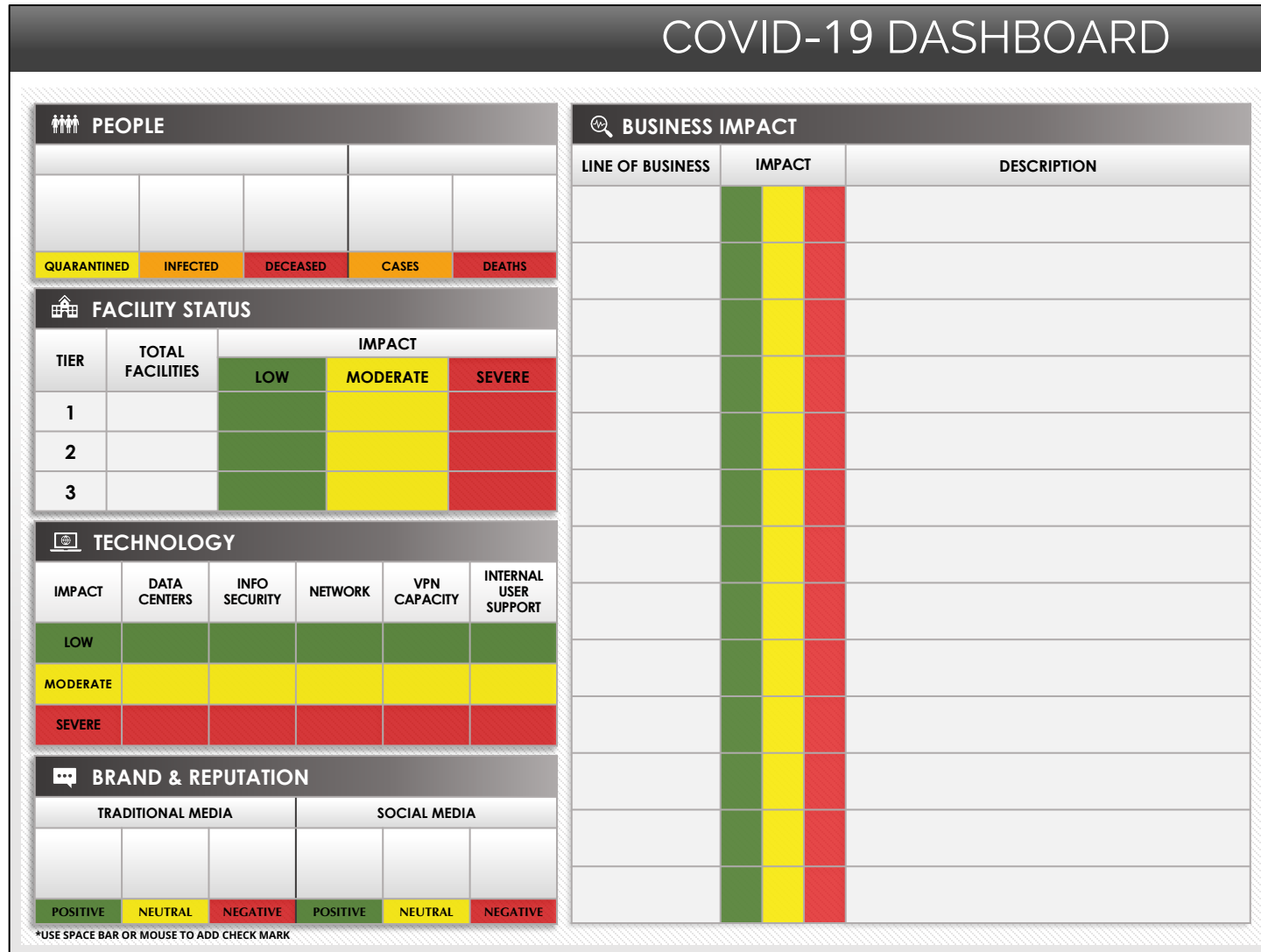
Sample Sit Stat Data Collection Form

COVID-19 SITUATION STATUS REPORT					
PEOPLE - LIFE SAFETY					
###		Low	Moderate	Severe	Comments
1	Have any employees in your facility tested positive for COVID-19?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	# of cases
2	Are any employees in your facility currently being quarantined for COVID-19?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	# in quarantine
3	Are there any employees in your facility confirmed deaths of COVID-19?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	# of deaths
4	Are there any changes in government restrictions or guidance in your city or state?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FACILITIES					
		Low	Moderate	Severe	Comments
1	What is the facility status: open, limited use or closed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2	Are there any physical facility/maintenance concerns (e.g., HVAC, generator)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3	Are there any physical security concerns?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
TECHNOLOGY					
		Low	Moderate	Severe	Comments
1	Are there issues regarding infrastructure, applications or network impacting operations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2	Are there any information security issues impacting operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3	Are there any priority concerns with WFH employees - help desk support or equipment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Process the Information

- Organize the information daily into a Situation Status Report (aka “SitStat” Report)
 - Disseminate the report to your Crisis Management Team and the Executive Crisis Management Team
 - Use it to inform and develop your Incident Action Plans
 - Develop a dashboard for your Executive Crisis Management Team

Sample Dashboard





#2 Conduct Highly Structured Briefings Based on your Situational Awareness & Incident Action Plans

Your Briefings

- Depending on your operational period – your briefings are at least once per day. They should be:
 - Highly structured with a designated moderator who manages the agenda and the flow of the call (not the Incident Commander)
 - Set agenda
 - Designated individuals who capture all objectives (action items) for inclusion into your incident action plan noting individuals assigned to the task

Incident Action Plan (IAP) – What are they?

- An IAP is one of the hallmarks of the Incident Command System. It is a concisely written document that includes:
 - Overall high-level priorities that lead the response
 - Overall incident status and situational awareness
 - Specific strategic objectives – think of it as a big incident “to-do list” with assignments
 - Timing of next meeting – the date and time of the next operational period

Written Incident Action Plans

- Your written Incident Action Plans should always include:
 1. Overall high-level incident priorities
 2. Situational awareness
 3. Specific objectives with assignments
 4. Next operational period

Sample COVID-19 IAP Objectives

- Determine the frequency of updates to our employees
- Develop a comprehensive dashboard for the SitStat report
- Develop messaging to key company leaders regarding plan status and updates
- Develop employee communication regarding actions of the company/ specific measures
- Develop a log on and lock out “health reminder” screen
- Develop group meeting guidance
- Develop guidance work environments where employees have tight quarters
- Review employee privacy/HIPAA communications guidance
- Determine developing guidance regarding when employees would stay home due to potential exposure
- Develop high level check list for leaders to focus thinking on the resource limitations
- Confirm employee information in ENS is correct
- Develop disease and health guidance for contractors
- Develop process for documenting incoming exposures and sick in workplace
- Determine tools and process to access if we are experiencing a widespread employee absences
- Develop a contingency plan if cleaning companies employees aren’t available to clean facilities



#3 Maintain Productivity While Working from Home (WFH)

Logistics of WFH

- Develop work rituals at home
- Set up a “routine place to work”
- Be aware of ergonomic issues
- Equipment failures – how does that get resolved
- Equipment needs – peripherals like mice, scanners, printers
- Help desk support – likely more required, have you considered capacity issues?
- What collaboration tools could help with productivity and connection?

WFH Challenges

- Trying to stay organized and motivated
- Coordinating family demands – kids, parents and partners at home
- Feelings of being disconnected from the work, the team and the office
- Burnout

WFH Tips

- Self care
 - Deep breathing
 - Frequent stretching and movement
 - Nutrition
 - Exercise
 - Mindfulness
- Your old commute time?
 - Turn it into self enrichment
- Connect with your colleagues
 - Call them (what a concept!)
 - Virtual lunch with team with your video on
 - Informal chat groups channels that talk about movies, music, fun news
 - After work “cocktail parties”



**#4 Protect Critical
Employees On The Job**

Protect Critical Employees On The Job

- For those employees who must be at work, how can you make it safe for them to be there:
 - Social distancing
 - PPE
 - Intense surface cleaning
 - Transportation and parking
 - On site EAP services

Sequestration

- What does it mean to sequester employees?
 - The simple definition is to isolate or hide away.
- In most cases it means that an employer, with an employee's permission, removes them from their “regular living” environment and isolates them from their family, friends and community.
 - The employer provides all housing, meals, medical support and recreation to sustain the employee during the duration of the sequestration.
 - This also includes hazard pay or a bonus for this hardship.

#5 Redeploy Workers To Those Departments That Need Help



Redeploy Workers To Those Departments That Need Help

- Likely you have some employees who are not working
 - How can you redeploy them to other departments who need help?
- Develop your own internal “Craig’s list” (think of a “job bank”)
 - Develop tools to help facilitate collecting needs and resources
 - Determine what departments need help and what type of assistance
 - List all employees who are unable to perform their “routine job” and currently provide a skill inventory
 - Reassign available staff to areas in need (usually done by managers in concert with HR)

HR Strategy

#6 Evaluate Your Human Resource Decisions

✓ resourcing
✓ employ

#16 Human Resource Issues

- You should have already addressed these issues and be conforming to the new federal guidelines
 - Pay and Benefits
 - Change of work rules
 - Hazard pay
 - Illness in the family
 - Childcare
- If employees are all being paid whether they are working or not, be prepared for friction to develop between the working and the "nonworking" employees
 - Why should I be working if "they are not?" What is in it for me? Hazard pay may also become an issue.
- How often will you revisit your decisions?
 - What business conditions would cause a change in the current practice?
- A group of HR professionals needs to peel back all the major HR concerns and develop decision trees and alternate strategies that address each one
 - Length of time you can pay and continue benefits for employees under different scenarios



#7 Ongoing Communication To All Key Stakeholders

Ongoing Communication To All Key Stakeholders

- Develop communication strategy and plan
- Develop communication schedule and share with the crisis management team
- *Daily* refinement of talking points and holding statements for all key stakeholders

	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
REPORTS	Project status report	Regular update on critical project issues	Email	Weekly	Project Manager	Project Manager Project Sponsor Project Team
	Quality audit report	Regular update on project quality performance	Email	Weekly	Quality Manager	Project Manager Project Sponsor Project Team
	<Deliverable> <Deliverable>	<Description> <Description>	<Delivery Method> <Delivery Method>	<Frequency> <Frequency>	<Owner> <Owner>	<Audience> <Audience>
PRESENTATIONS	Project review	Project status update	Meeting	Monthly	Project Manager	Project Manager Project Sponsor Project Team
	<Deliverable> <Deliverable>	<Description> <Description>	<Delivery Method> <Delivery Method>	<Frequency> <Frequency>	<Owner> <Owner>	<Audience> <Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
PROJECT ANNOUNCEMENTS	Task reminders	Task Owner schedule	Email	Daily	Project Manager	Project Manager Project Team
	<Deliverable> <Deliverable>	<Description> <Description>	<Delivery Method> <Delivery Method>	<Frequency> <Frequency>	<Owner> <Owner>	<Audience> <Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
REVIEWS AND MEETINGS	Team meeting	Meeting to review project status	Meeting	Weekly	Project Coordinator	Project Manager Project Sponsor Project Team Quality Manager
	<Deliverable> <Deliverable>	<Description> <Description>	<Delivery Method> <Delivery Method>	<Frequency> <Frequency>	<Owner> <Owner>	<Audience> <Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>
TEAM ACTIVITY	Team event	Regularly schedule team morale events	Event	Quarterly	Project Sponsor	Project Manager Project Sponsor Project Team
	<Deliverable> <Deliverable>	<Description> <Description>	<Delivery Method> <Delivery Method>	<Frequency> <Frequency>	<Owner> <Owner>	<Audience> <Audience>
	<Deliverable>	<Description>	<Delivery Method>	<Frequency>	<Owner>	<Audience>

PLAN B

#8 Establish Plan B Team

Establish Plan B Team

- What is a Plan B team?
 - Individuals with deep knowledge of the business, not actively involved in the crisis, who can objectively look at the strategy and decisions and ask questions like: is there a better way, is this the best way or what are the other options to meet the same end?
- A Plan B team has several roles in a sustained crisis:
 - Review decisions and strategy
 - Provide objective feedback – a set of fresh eyes
 - Support the leadership in an objective manner

Why Consider a Plan B Team?

- In a complex and lengthy activation:
 - Can't see the forest for the trees
 - Too involved in the details of a problem to look at the situation as a whole
 - The uncertainty of the situation gives rise to sense of disorientation and confusion
 - Leaders behaviors and mindsets may cause them to overreact and they may need help to look ahead
 - Leaders lose their objectivity over time
 - Leaders fall in love with their ideas
- Leaders need a team who is not caught up in the day to day, moment to moment crisis and who can provide objective feedback



#9 Continual *Deep* Re-evaluation

Continual *Deep* Re-evaluation

- In all crises, you need to continually re-evaluate – a pandemic is different
 - Due to the nature, scope and duration, it will require more frequent and deeper questioning
 - At some point you will likely not be able to do all of your mission critical functions
 - What do you stop doing?
 - And then when it happens again, what do you stop now?
 - And again....and so on.

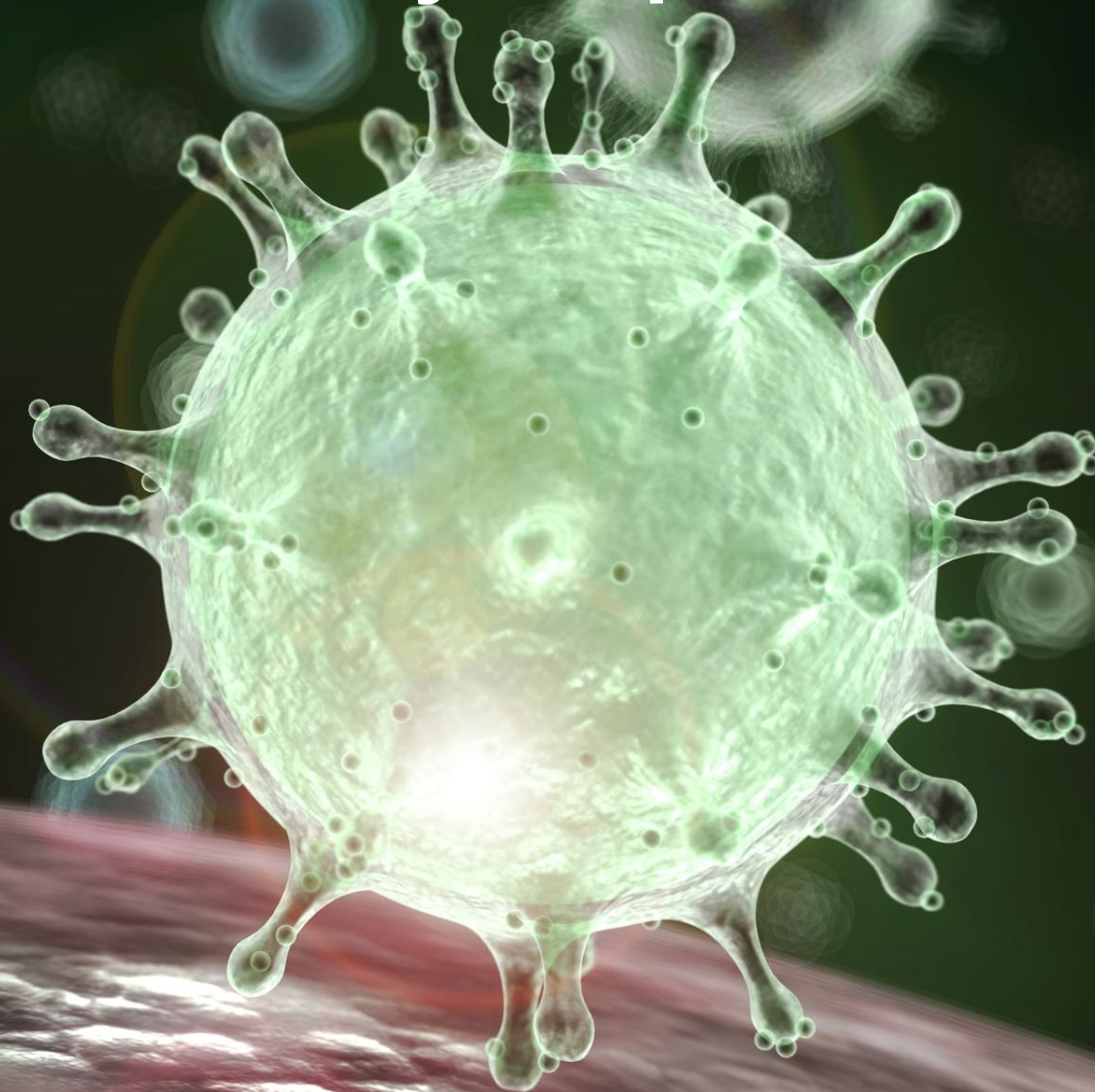


**#10 Start Writing Your
After-Action Report Now**

Start Writing Your After-Action Report Now

- You likely already know a lot of things that you need or want to fix, would do differently or have been a real issue or concern so far.
- This is what would classically be in your after-action report of this incident.
 - Start capturing all of this now – due to the long duration of the pandemic, you will not remember much of this unless you start now
 - Start a word document and keep a running punch list of all the issues that need to be fixed, modified and addressed in some way.
 - Time stamp the entry
 - Make a few notes regarding the issues to jog your memory
 - Once this is over, begin to review the document and craft the lessons learned from your real time observations

Personal and Family Preparedness



Personal and Family Preparedness

- Wash your hands – a lot
- Avoid touching your eyes and face (yes, it's hard!)
- Avoid sick people
- Use hand sanitizer when in public and no handwashing is available
- Wear a mask if around sick people (it provides some protection) **OR** on a plane with coughing people
 - Your chance of getting ill are significantly increased if the coughing person is within two rows of you
- Be smart – and don't panic



Final Note: Be Prepare for a Long Haul

- Pace yourselves
- This could go on for weeks or months
- Be aware of staff fatigue, including your own
- Develop shift-based staffing charts as necessary
- Be ready for the long haul





Thank you

Regina Phelps

Emergency Management & Safety
Solutions

San Francisco, California

@ReginaPhelps

[Linkedin.com/in/reginaphelps](https://www.linkedin.com/in/reginaphelps)

Regina@ems-solutionsinc.com

www.ems-solutionsinc.com