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UCR Pandemic Influenza Preparedness Plan

University of California, Riverside

Prepared and managed by

UCR Environmental Health and Safety (EH&S)
in cooperation with the
Campus Health Center

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UCR Pandemic Influenza Preparedness Plan

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A. Introduction

This plan has been developed in part as a response to the current spread of avian flu (H5N1 strain) among bird populations across the globe. Whether that particular bird virus will adapt to easy transmission among humans is unknown, but it serves as an ominous reminder that novel viruses do emerge, and influenza pandemics inevitably occur. There were three major influenza pandemics in the last century alone, with a combined death toll of over 40 million people. Records indicate that each of the three preceding centuries suffered such events, as well. This plan is intended to prepare the University of California, Riverside for an influenza pandemic, a real threat that has always existed and will continue for the foreseeable future.

B. Priorities and Purpose

The main priorities of the UCR Pandemic Influenza Plan are to:

1. Minimize death and morbidity,
2. Maintain essential campus services,
3. Ensure the continuation of all teaching, research and campus operations if possible, and if not, to
4. Facilitate their orderly resumption.

The purpose of this plan is to achieve the above, thereby reducing the impact of the pandemic on UCR and its community members through the:

1. Identification of personnel, equipment, facilities, supplies and other resources available on campus that may be needed during an influenza pandemic;
2. Provision of a protocol for a coordinated response;
3. Provision of a framework for key departments to develop their own detailed plans in accordance with this plan; and the
4. Integration of this plan with the campus Emergency Operations Plan (EOP), www.ehs.ucr.edu/programs/em/emergency_plans.asp, and other campus preparedness activities.

C. Assumptions

The widespread nature of pandemics makes it difficult to transfer resources from unaffected areas as is done in other natural disasters. Self-reliance and readiness are essential.

Key decisions will be made with guidance from:

University of California Office of the President

<http://ucop.edu/> and <http://universityofcalifornia.edu/everyday/avianflu/>

Riverside County Department of Public Health

www.rivco-diseasecontrol.org/diseas38.htm

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California Department of Health Services (DHS)

www.dhs.ca.gov/ps/dcdc/dcdcindex.htm,

US Centers for Disease Control (CDC)

www.pandemicflu.gov/ and www.cdc.gov/flu/pandemic/.

World Health Organization (WHO)

www.who.int/csr/disease/avian_influenza/en/

The Plan is a work in progress to be revised as new information is released from the World Health Organization (WHO), the CDC and California DHS.

D. Command and Control

The existing Incident Command System (ICS), as detailed in the Campus Emergency Operations Plan, will be applied in a pandemic emergency.

The campus Biosafety Officer (BSO) from EH&S will serve as the Incident Commander reporting to the Chancellor and the Executive Management Policy Group. Responsibilities of the Incident Commander include:

- Planning, response and recovery including management of the Incident Command Center
- Coordinating department responses
- Informing and advising the Chancellor and the Emergency Management Policy Group (EMPG)
- Carrying out decisions made by the Chancellor and the Emergency Management Policy Group (EMPG)
- Updating the plan as more is learned, no less than biennially
- Disseminating the revised plan

The campus **Emergency Management Task Force** will serve as the advisory group to the Incident Commander. Members of that group include leadership from the Campus Health Center, the Counseling Center, Communications, Dining Services, Environmental Health and Safety, the Faculty Senate, Housing, Human Resources, Strategic Communications, Physical Plant, Purchasing and Risk Management, Student Affairs and UCPD. Each of these units has contributed to this plan. Their roles are defined on the matrix below.

E. Pandemic Phases

The pandemic phases developed by WHO and adopted by the CDC are used in this plan. They are as follows:

Interpandemic Period:
(WHO/CDC Phases 1-2)

No new influenza virus subtypes
detected in humans

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Pandemic Alert Period: (WHO/CDC Phases 3-4)	No (or very localized) human-to-human transmission
Heightened Pandemic Alert Period: (WHO/CDC Phase 5)	Larger clusters of human-to-human transmission
Pandemic Period: (WHO/CDC Phase 6)	Increased and sustained transmission in the general population
Postpandemic Period:	Recovery, evaluation and return to Interpandemic Period

F. Pre-Pandemic Preparedness Phase

Pre-Level 1 actions – This plan is intended to address a variety of infectious disease outbreaks. In the majority of situations, there will not be advance time to prepare for the first case of human to human transmission. It is therefore imperative that campus departments initiate various “pre-level 1” actions to assure that they are prepared in the event that an infectious disease is confirmed that may have the potential to spread to campus in a very short time frame. The following actions are recommended as “pre-level 1”.

1. Quarantine – the campus should determine the areas/buildings on campus which are suitable for use during quarantine and isolation. This list should be reviewed immediately upon a level 2 or 3 outbreak to confirm that the areas are available if needed.
2. Essential personnel – the campus should determine “who” the essential personnel are in the event of an infectious disease outbreak. This would include staff to maintain research animals, facilities staff, housing personnel, administrators, etc. The list of “non-essential” personnel should be prepared in addition to “call-off” notices that can be activated on short notice.
3. All campus units should review business continuity plans and/or review their individual unit responses to situations involving short staffing, class cancellations, 24 hour operations, event schedules and cancellation, emergency needs, etc.
4. Campus units with essential personnel should schedule them to receive fit test and training on respiratory protection from EH&S. This training needs to be updated annually.
5. The Emergency Management Task Force, assisted by the Pandemic Influenza Management Team, will direct the campus response during an infectious disease outbreak. Individuals are encouraged to review the UCR Pandemic Influenza Planning Guidelines to assure they understand the protocols. Questions can be directed to Environmental Health and Safety. Additional campus resources (experts in specific fields, unit resources, etc.) will work with the EMTF as part of the Incident Command System.

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G. Quarantine

Introduction and Disclaimer

The following units assisted in the development of this plan and will play a role in implementing a quarantine: the Campus Health Center, Environmental Health and Safety, Housing Services, International Services Center, Physical Plant, the Student Recreation Center, and the UC Police Department. None of the above units have ready access to the supplemental staff which may be required, if a pandemic strikes. The potential for these units and the campus to be overwhelmed by the requirements of a quarantine are great, despite the best planning efforts.

For the many reasons discussed below, quarantine must be an action of last resort. Early dispersal of students, despite the economic consequences, would be a preferable scenario to a quarantine without the appropriate resources--resources which may be unavailable.

Definitions

Quarantine is defined as the separation and restriction of movement of well persons presumed to have been exposed to a contagious disease. It may be mandatory or voluntary. This is in contrast to separation and restricted movement of *ill* persons with a contagious disease which is known as "isolation." Quarantine is a collective action for the common good intended to aid individuals infected or exposed to infectious agents while protecting others from the danger of exposure. It requires balancing public welfare with civil rights.

Purpose and Authority

The purpose of quarantine is to facilitate early identification of symptoms, should they develop, and reduce the risk of transmission.

The basis for current quarantine powers is derived from the federal Public Health Service Act of 1944. The CDC manages federal quarantine. Local or state public health officials have authority for quarantine when an infectious disease outbreak is confined within the state borders. Any action must be based on statute, regulation or other legal precedent. The campus will follow the lead of and acting under the authority of the local, state and/or federal public health departments in any quarantine or isolation action. This document is intended to supply a plan in the event that such directives are received. Thus its focus is on resources, planning and communication, rather than on trigger mechanisms. Quarantine actions will be initiated by public health authorities beyond the campus.

Timing

Isolating patients and quarantining the contacts may slow the rate of disease transmission during the WHO's Pandemic Alert Period (localized human-to-human transmission). During the Pandemic Period (when the disease is widespread) forced isolation and quarantine are impractical and ineffective. (WHO: Emerging Infectious Diseases 2006; 12: 81-87.)

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Prerequisites

Quarantine is only appropriate when exposed people can be separated from ill people and resources are available to implement and support interventions. The campus, if it is to quarantine anyone,

- must be able to provide essential goods and services,
- must be able to monitor the health status of those quarantined, and
- must be able to provide rapid diagnosis, immediate care and isolation to those suspected of having contracted the illness.

A basic principle of quarantine is that those whom it affects must be among the first to receive all available disease-preventing interventions including vaccines, medications, rapid testing and early treatment. Further, the quarantine must last no longer than the incubation period of the disease.

Such containment measures are more likely to be applied to small numbers of exposed persons such as passengers on a vehicle containing an ill passenger, exposed students of a class, or those people in close contact with a case. The quarantine of large segments of the campus population is not feasible.

Potential Locations

Quarantine: Housing officials will identify a residence hall, or wing of a residence hall, based on the occupancy at the time. It is expected that many students will go home voluntarily as the threat of the spread of the disease grows. Alternatively, the University may cancel classes and ask students to leave, thus providing vacancies in the residence halls. One of the older residence halls would be a better choice than the new facilities, because the older halls have more limited ingress and egress. Quarantined students will be housed one to a room, if possible.

Isolation: The preferred location for isolating patients would be a multipurpose room (1800 sq. ft. or a bed capacity of ~30) or the main gymnasium (22,000 sq. ft. or a bed capacity of ~300) in the Student Recreation Center. These sites are most desirable because of the independent supply and return ventilation systems in that facility. A secondary location, not as desirable because of its lack of an independent ventilation system, is the Physical Education Building gymnasium.

Equipping the Quarantine and Isolation Sites

Quarantine: Residence hall rooms are furnished. Conference bedding is available through Housing Services.

Isolation: Residence hall furniture and conference bedding would be made available to the isolation site by Housing Services.

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Food

Dining Services has a limited supply of food on hand and limited storage capacity. In that any quarantine is expected to take place in the Pandemic Alert stage, food distribution systems may be functioning at normal or near normal levels. Emergency nutrition bars will be stocked in the event that this is not the case.

Medical Supplies

A list of medical supplies is appended to this plan. They include self-care and self-diagnostic tools needed by those in quarantine, including thermometers, face masks and hand purifier. The supplies will be stored in the Campus Health Center emergency supplies storage container in Lot 15.

Staffing

Quarantine: Housing will supply maintenance and custodial staff. Dining services will supply food service staff. The Campus Health Center will supply medical staff to monitor the condition of residents on a daily basis.

Isolation: The Campus Health Center will cease its normal operations to supply staff to care for the sick. Volunteers from the staff, faculty, student body and local community will be needed to assist in this care. A call for volunteers will go out in advance. Physical Plant will supply enough staff to maintain essential utilities. The Student Recreation Center will supply custodial staff to clean restrooms and remove trash.

Security

The UCPD will supply security to the quarantine and/or isolation site, but with normal shifts of three to five officers, its resources are limited. Mutual aid from other forces may or may not be available. In any case, closing the campus to prevent exit or entrance is unrealistic. Any quarantine must be limited in scope. Ongoing education of those in quarantine and an appeal to civic responsibility must be relied upon, above the threat of force.

Education

Keeping the lines of communication open between those in quarantine, campus administration, parents and friends will be of utmost importance in maintaining the quarantine and quelling fear and frustration. Frequent candid bulletins and updates will be provided through such channels as email, web sites, web casts, and radio broadcasts. Strategic Communications will be relied upon, with input from the Campus Health Center, the IC and local public health authorities, to keep those in quarantine informed. A hotline will be established to connect quarantined residents to the Health Center nursing staff.

International Students

There may be a number of international students left on campus if classes are canceled. It is not expected that these students would be quarantined, unless there were special

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circumstances. Housing Services will continue to provide shelter for those who live in the residence halls. International Services will continue to provide some support to them, serving as their liaison to University authorities, assisting them in identifying community resources as needed, and keeping them informed of developments, among other forms of support.

Conclusion

Quarantine is only appropriate during the early stages of a pandemic, can only be initiated by public health authorities, and requires adequate resources to provide essential goods and services to those it affects. The campus may not have the staffing to adequately supply, monitor and secure a quarantine despite its best planning efforts. Quarantine must be regarded as a containment measure of last resort.

H. Possible Containment Measures

- Suspension of or restrictions on group assembly
- Cancellation of classes and public events
- Closure of public mass transit
- Closing of public places
- Restriction or scaling back of nonessential travel
- “Snow days” or “Shelter-in-place” – Students asked to remain in local housing, rather than disperse to their permanent homes
- Quarantine area (in cooperation with County Public Health)

I. Roles and Responsibilities Matrix

The following matrix lists actions to be taken by each unit in the Pandemic Alert, Heightened Pandemic Alert, and Pandemic periods.

Activities of each period of the plan are cumulative, i.e., those activities of the first phase that were not completed or are ongoing are included in the second phase. Likewise, ongoing activities of the second phase will continue into the third.

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Definition of Activation Levels:

- Level 1** Confirmed cases of human-to- human transmission of the infectious respiratory disease
- Level 2** Suspected/confirmed cases in Riverside region
- Level 3** Confirmed case(s) on campus [Only essential personnel required to report to campus.]

Chart System Method:

- Level 1** Stand alone
- Level 2** Includes Level 1
- Level 3** Includes Level 1 and 2

	Level 1 Confirmed person-to-person within USA	Level 2 (in addition to Level 1 actions) Confirmed or Suspected case(s) in the area	Level 3 (in addition to Level 2 actions) Confirmed case(s) on campus
<p>Office of the Chancellor</p> <p>Emergency Management Policy Group (EMPG)</p>	<ol style="list-style-type: none"> 1. Receive information from Campus Health Center (CHC). 2. Appoint Incident Commander (IC). 3. Review content of internal and external public information bulletins and announcements. 4. Coordinate with Strategic Communications to select appropriate university spokesperson(s) for media reporting. 5. Identify essential services and personnel <p>Based on Riverside County Dept. of Public Health, California Dept. of Health Services, US State Department/Centers for Disease Control (CDC) guidelines; recommends campus community members not travel to affected countries.</p>	<ol style="list-style-type: none"> 1. Evaluate information on institutional effects of the incident and set response priorities including possible containment measures as appropriate. 2. Authorize notification of essential service personnel 3. Authorize temporary suspension of classes or closure of campus; criteria to be determined. 	<ol style="list-style-type: none"> 1. Authorize activation of the EOC; IC becomes EOC Manager. 2. Authorize controls on public access to campus via deployment of campus police and Transportation and Parking Services (TAPS)

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	Level 1 Confirmed person-to-person within country	Level 2 (in addition to Level 1 actions) Confirmed or Suspected case(s) in the area	Level 3 (in addition to Level 2 actions) Confirmed case(s) on campus
Emergency Operation Center (EOC)	<ol style="list-style-type: none"> 1. Appointed staff member assumes role of Incident Commander. 2. IC monitors media and other resources. 3. Coordinate with TAPS for possible restricted movement on and off campus for activities/athletic events. 	<ol style="list-style-type: none"> 1. IC confirms availability and preparedness level of the EOC. 	<ol style="list-style-type: none"> 1. IC activates EOC, makes notifications for staffing needs, assumes role of EOC Manager. 2. Activate Pandemic Influenza Planning Guidelines
Incident Commander	<ol style="list-style-type: none"> 1. Communicate with and benchmark other campuses. 2. Alert EMPG regarding status of preparedness. 3. Update this Plan with EMPG as situation evolves. 4. Initiate quarantine planning with Housing Services, Dining Services, CHC in conjunction with Riverside County Department of Public Health. 5. Draft communication(s) to campus community regarding status of disease spread, self protection and university response with Strategic Communications. 	<ol style="list-style-type: none"> 1. Notify Riverside County Health Dept. utilizing County reporting templates. 2. Notify Student Affairs and Counseling Center. 3. Inform Housing & Dining of the number of potential contacts that may require quarantine. 4. Maintain ongoing communications with campus community regarding signs/symptoms and protocol for referral of suspected cases including website updates. 5. Coordinate with Strategic Communications to develop public service announcements, web site, posters, Scotmail, KUCR campaign on self-protection. 6. Coordinate with Strategic Communications to develop formal media/press releases. 	<ol style="list-style-type: none"> 1. Activate the EOC. 2. Recommend temporary closure of building(s) and suspension of student and academic activities to EMPG. 3. Implement this Plan with EOC and EMPG. 4. Ensure that appropriate EOC functions are staffed.

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	Level 1 Confirmed person-to-person within country	Level 2 (in addition to Level 1 actions) Confirmed or Suspected case(s) in the area	Level 3 (in addition to Level 2 actions) Confirmed case(s) on campus
Campus Health Center	<ol style="list-style-type: none"> 1. Prepare available resources to meet the outpatient health care needs of students, staff and faculty as appropriate. 2. Communicate with Riverside County Health Department regarding planning and surveillance 3. Post sign at entry door notifying patients with the disease profile to use East Entrance. Use county provided case definitions. 4. Prepare isolated exam room by removing all but the essential equipment. 5. Test negative pressure unit. 6. Review standard precautions with staff and provide training on the disease. 7. Ascertain that respiratory protection equipment is in place. 8. Follow State and County protocols for patient testing. 9. Work with other campus units, including EH&S, Housing, and SRC to identify and equip alternate care sites (ACS) 10. Develop and update advisory information for campus community distribution, in coordination with EH&S and Strategic Communications. 	<ol style="list-style-type: none"> 1. Curtail normal operations of the clinic. 2. Isolate and monitor suspected cases per instructions from IC, EMPG and County Public Health. 3. Screen for suspected cases. Refer to local hospitals, following guidance of County Public Health. 4. Communicate with parents of suspected cases, if possible. 5. Identify contacts of suspected cases and arrange for screening. 6. If possible, initiate prophylaxis/vaccination per recommendations of Riverside County Dept. of Public Health. 7. Update Incident Commander. 8. Establish phone triage lines. 9. Monitor health care workers. 10. Assign care teams to cover screening at CHC, regular assessment of those in quarantine, and care of the sick. 11. Assume responsibility of medical authorizations for PPE. 	<ol style="list-style-type: none"> 1. Establish a mass screening area. 2. House multiple cases in a surge space such as the Student Recreation Center. 3. Activate care teams established at Level 2. 4. Work with Transportation & Parking Services and Physical Plant on issues of traffic control. 5. Make referrals to Counseling Center.

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	Level 1 Confirmed person-to-person within country	Level 2 (in addition to Level 1 actions) Confirmed or Suspected case(s) in the area	Level 3 (in addition to Level 2 actions) Confirmed case(s) on campus
Computing and Communications	<ol style="list-style-type: none"> 1. Identify essential personnel who will be issued N95 respirators. 	<ol style="list-style-type: none"> 1. Confirm emergency telephone lines can be established at EOC. 2. Plan for dedicated triage lines to be established at Campus Health Center. 3. Essential personnel receive fit test and training on respiratory protection from EH&S. 4. Plan for an emergency phone bank for Strategic Communications, to provide information, referrals and rumor control. 	<ol style="list-style-type: none"> 1. Activate an emergency phone line to be established at the alternate treatment facility. 2. Activate an emergency phone bank for Strategic Communications, if necessary, to provide information, referrals and rumor control.
Counseling Center	<ol style="list-style-type: none"> 1. Prepare to provide Critical Incident Stress Management intervention. 2. Identify essential personnel who will be issued N95 respirators. 3. Notify Human Resources to advise contract EAP provider. 	<ol style="list-style-type: none"> 1. Initiate pre-event counseling for essential personnel. 2. Conduct outreach regarding services available to students and campus community. 3. Update Incident Commander. 4. Essential personnel receive fit test and training on respiratory protection from EH&S. 	<ol style="list-style-type: none"> 1. Essential personnel receive N95 masks from EH&S. 2. Provide CISM intervention. 3. Continue outreach to promote services. 4. Continue to update Incident Commander.
County Public Health Department/ County Health Officer	<ol style="list-style-type: none"> 1. Issues local public health notifications 	<ol style="list-style-type: none"> 1. TO BE DETERMINED 	<ol style="list-style-type: none"> 1. TO BE DETERMINED

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	Level 1 Confirmed person-to-person within country	Level 2 (in addition to Level 1 actions) Confirmed or Suspected case(s) in the area	Level 3 (in addition to Level 2 actions) Confirmed case(s) on campus
Dining Services	<ol style="list-style-type: none"> 1. Essential personnel receive fit test and training on respiratory protection from EH&S. 2. Essential personnel receive training from CHC/EH&S on risks and response. 3. Ensure emergency response menu is planned for various degrees of need. 4. Stockpile additional food stuffs and water. 5. Ensure food delivery process is planned and delivery supplies are on hand. 	<ol style="list-style-type: none"> 1. Staff Housing Satellite EOC and recall essential personnel. 2. Identify meal delivery methods for quarantined students and those under the care of CHC. 3. Identify roles of essential staff: leadership, communications, food production, food delivery, maintenance and housekeeping. 	<ol style="list-style-type: none"> 1. Essential personnel receive N95 masks from EH&S. 2. Activate plan from Level 2 to provide meals for students who are quarantined and those under CHC care. 3. Implement delivery plans 4. Maintain contact with EOC.
Environmental Health & Safety	<ol style="list-style-type: none"> 1. Activate campus Emergency Management Program, and Emergency Operations Plan 2. Coordinate with Strategic Communications re. campus information management and awareness campaign 3. Activate training for Department Safety Coordinators and review of Department Emergency Operations Plans 4. Assess respiratory protection plan and resources. 5. Contract with hazardous material company for professional cleanup. 6. Purchase N95 respirators and associated filters for essential campus personnel. 	<ol style="list-style-type: none"> 1. Support Incident Commander in preparation of EOC, other related activities 2. Activate DSC's 3. Increase medical waste pickups. 4. Conduct fit testing and train essential campus personnel on respiratory protection. 5. Work with EMPG, IC, CHC and County Public Health to determine and enact measures of disease containment. 	<ol style="list-style-type: none"> 1. Activate and manage the EOC. 2. Distribute N95 masks to essential personnel. 3. Coordinate decontamination details, and support containment efforts.

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	Level 1 Confirmed person-to-person within country	Level 2 (in addition to Level 1 actions) Confirmed or Suspected case(s) in the area	Level 3 (in addition to Level 2 actions) Confirmed case(s) on campus
Housing	<ol style="list-style-type: none"> 1. Identify essential personnel who will be issued N95 respirators. 2. CHC/EH&S trains essential personnel on risks and response. 3. Housing and Dining coordinate emergency response plan. 4. Identify potential rooms and/or buildings to be used for quarantined students. 	<ol style="list-style-type: none"> 1. Essential personnel receive fit test and training on respiratory protection from EH&S. 2. Staff Housing Satellite EOC and recall essential personnel. 3. Identify roles of essential staff: leadership, communications, maintenance and housekeeping. 4. Notify current occupants of identified quarantine spaces of the potential need for them to move. 	<ol style="list-style-type: none"> 1. Essential personnel receive N95 masks from EH&S. 2. Activate plan from Level 2 to quarantine students with guidance from the EOC. 3. Maintain contact with EOC.
Human Resources	<ol style="list-style-type: none"> 1. Consider changes in the sick leave policy, in consultation with OP, which would encourage those with symptoms to stay home. 2. Make plans, in consultation with OP, for the staffing implications of a campus closure. 	<ol style="list-style-type: none"> 1. Working in conjunction with Riverside County Department of Public Health, activate procedures for faculty & staff travelers re-entering the campus community from affected regions 	<ol style="list-style-type: none"> 1. Activate call-off, amended sick leave, and/or campus closure plan(s) as directed by EMPG.
KUCR	<ol style="list-style-type: none"> 1. Re-broadcast news bulletins and updates from credible sources on the spread of the disease. 2. Coordinate consistent general media precautionary public service announcements with Strategic Communications. 	<ol style="list-style-type: none"> 1. Broadcast bulletins, updates, announcements and educational programming on the disease. 	<ol style="list-style-type: none"> 1. Work with Strategic Communications to broadcast bulletins and announcements, providing expanded coverage and programming to educate and update the community. 2. Maintain contact with the EOC and Strategic Communications for periodic updates.

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	Level 1 Confirmed person-to-person within country	Level 2 (in addition to Level 1 actions) Confirmed or Suspected case(s) in the area	Level 3 (in addition to Level 2 actions) Confirmed case(s) on campus
Strategic Communications	<ol style="list-style-type: none"> 1. Consult with Incident Commander to assess emerging communications issues. 2. Coordinate consistent general media precautionary public service announcements through KUCR. 3. Set up UCR Pandemic Influenza Preparations web page, linked to www.ucr.edu. 	<ol style="list-style-type: none"> 1. Write and record bulletins and updates on the campus's emergency information website. 2. Write scripts for phone tree, with approval from IC and CHC personnel, referring to County Health authorities and CDC resources. 3. Make faculty, staff and their families aware of need to report all flu cases 4. Activate the emergency Web site plan. 	<ol style="list-style-type: none"> 1. Organize and staff phone banks, if necessary, referring callers to emergency services, taking messages, and supporting rumor control. 2. Coordinate press releases and manage news teams and interviews, etc. 3. Issue special edition of Inside UCR newsletter focusing on what staff and faculty should do. 4. Support EOC as Public Information Branch.
Physical Plant	<ol style="list-style-type: none"> 1. Identify building ventilations systems. 2. Identify essential personnel who will be issued N95 respirators. 3. Develop campus signage plan. 	<ol style="list-style-type: none"> 1. Essential personnel receive fit test and training on respiratory protection from EH&S. 2. Produce campus signage plan. 	<p>Essential personnel receive N95 respirators from EH&S. Secure buildings and post signage.</p>
Risk Management	<ol style="list-style-type: none"> 1. Monitor current information and remain available to consult with Incident Commander and EMPG. 	<p>Same as Level 1.</p>	<p>Same as Level 1.</p>
Office of the Vice Chancellor Student Affairs	<ol style="list-style-type: none"> 1. Coordinate training on the disease to key offices and personnel within the Division using presenters from CHC/EH&S. 2. Identify division personnel available for telephone support work with Strategic Communications and other assignments. 3. International Services: Assist in communication between Health Center, the systemwide Education Abroad 	<ol style="list-style-type: none"> 1. Essential personnel receive fit test and training on respiratory protection from EH&S. 2. Arrange for monitoring/delivery of medications, other goods and services to isolated cases. 3. Assist with telephone consultation and support. 	<ol style="list-style-type: none"> 1. Essential personnel receive N95 respirators from EH&S. 2. Identify student events where confirmed patients have attended. 3. Provide Student Affairs staff to assist the Health Center.

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	<p>Program Office and UCR study abroad students entering from affected areas. Assist CHC in distributing health monitoring kits to returning students. Assist in communication with international students/scholars known to be on non-immigrant visas.</p> <ol style="list-style-type: none">4. Student Recreation Center: Plan to use main gymnasium or a multipurpose room as an alternate medical facility.5. Student Life Assist in addressing needs of/supporting Greek organizations & other student groups.6. Student Special Services: Develop list of students with immune deficiencies or whose disabilities may involve compromised respiratory function; formulate plan for targeted communication.7. Commons: Plan to provide space for the training and coordination of volunteers.8. Campus Health, Counseling Center, Housing and Dining Services: See relevant section of this Plan.9. Identify essential personnel to receive fit testing and training on respiratory protection from EH&S.		
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	Level 1 Confirmed person-to-person within country	Level 2 (in addition to Level 1 actions) Confirmed or Suspected case(s) in the area	Level 3 (in addition to Level 2 actions) Confirmed case(s) on campus
Transportation and Parking Services (TAPS)	<ol style="list-style-type: none"> 1. Identify essential personnel who will be issued N95 respirators. 2. Identify potential route/service curtailments 3. Develop a campus access/egress plan. 	<ol style="list-style-type: none"> 1. Essential personnel receive fit test and training on respiratory protection from EH&S. 2. Provide assistance at Veitch in the case of mass screenings. 	<ol style="list-style-type: none"> 1. Essential personnel receive N95 respirators from EH&S. 2. Provide assistance to CHC at Veitch and alternate treatment facility. 3. Implement service curtailment and access/egress plans.
University Police	<ol style="list-style-type: none"> 1. Dispatchers, security and police are trained on the disease by Campus Health Center personnel. 2. Identify essential personnel who will be issued N95 respirators. 3. Develop law enforcement mutual aid plan. 	<ol style="list-style-type: none"> 1. Essential personnel receive fit test and training on respiratory protection from EH&S. 2. Alert participating mutual aid agencies 	<ol style="list-style-type: none"> 1. Secure buildings & post signage. 2. Provide security at CHC as required. 3. Essential personnel receive N95 respirators from EH&S. 4. Implement mutual aid plan as necessary.
Academic Senate	<ol style="list-style-type: none"> 1. Begin planning for distance learning, continuity of instruction and research interruption 2. Plan for care of research animals and plants 3. Anticipate impacts of closure Monitor pandemic developments as they relate to the campus through email and the campus web site. 	<ol style="list-style-type: none"> 1. Develop specific plan to cover these issues. 2. Assist in communicating messages regarding the pandemic to students by making announcements in classes. 3. Comply with CDC travel recommendations. 	<ol style="list-style-type: none"> 1. Implement instructional/research continuity plans 2. Coordinate with campus administration in class cancellations

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	Level 1 Confirmed person-to-person within country	Level 2 (in addition to Level 1 actions) Confirmed or Suspected case(s) in the area	Level 3 (in addition to Level 2 actions) Confirmed case(s) on campus
Office of Research Affairs	<ol style="list-style-type: none"> 1. Assess impact on contracts and grants of potential curtailment/closure 2. Develop general approach to interrupted services 	<ol style="list-style-type: none"> 1. Develop specific contingency plan 	<ol style="list-style-type: none"> 1. Implement plan
Campus Community	<ol style="list-style-type: none"> 1. Self-preparedness: food, water, medications 2. Develop family plan 3. Stay aware of developing news 	<ol style="list-style-type: none"> 1. Utilize campus website and KUCR for routine campus updates 2. Assure self-preparedness levels for 10-14 days 3. Limit activities as advised by official sources 	<ol style="list-style-type: none"> 1. Utilize campus website and KUCR for routine campus updates 2. Assure self-preparedness levels for 10-14 days 3. Limit activities as advised by official sources
Vice-Chancellors	<ol style="list-style-type: none"> 1. Identify essential services and resources required 2. Ensure departments within control unit implementing level one responsibilities 3. Ensure communication channels are clearly defined and exercised 	<ol style="list-style-type: none"> 1. Review level one response and identify and correct any level one deficiencies 	<ol style="list-style-type: none"> 1. Ensure individual department plans have been implemented

Adapted from a template developed by Carnegie Mellon University.

UCR Pandemic Influenza Preparedness Plan

J. Pandemic Influenza Planning Template

{**Division, Department, School,
College, Unit**}

Pandemic Preparedness Guidelines

University of California, Riverside

{**Completion Date**}

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UCR Pandemic Influenza Preparedness Plan

A. Introduction

This plan specifically covers the critical functions and positions, designated personnel and response/recovery actions of for {division, department, school, college, unit} as they apply to an influenza pandemic scenario.

{Note: This document will be combined with similar plans from other schools, colleges and units and compiled into a campus-wide plan for responding to an influenza pandemic.

{Instructions: An electronic version of this template can be obtained from the UC Riverside Emergency Services Manager, Paul Walker (at paul.walker@ucr.edu or 951-827-2609). Using an electronic version will allow the Pandemic Planning Team to expand each section to include all necessary and appropriate information.}

B. Pandemic Planning Workgroup And Communications Council

Chain of command for {division, department, school, college, unit}:

Name	Position	Work Location	Email	Office	Home	Cellular or other	Text capable?
a)							
b)							
c)							

Pandemic Planning Workgroup for {division, department, school, college, unit}:

Name	Office	Cellular or other
a)		
b)		
c)		

The Communications Council representative, or designated communication representative from {division, department, school, college, unit}:

Name	Office	Cellular or other
a)		
b)		
c)		

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C. Scenarios And Questions

The following are possible scenarios of pandemic activity and the {division, department, school, college, unit} responses to each.

1. WHO/CDC Pandemic Alert Phase II

In spite of heavy surveillance, the Avian flu H5N1 virus has been found in poultry in the New York City outdoor markets. Public Health officials from the New York and the USDA have ordered mass destruction of poultry in that area and have put the rest of the continental U.S. on alert. Experts are predicting that it is only a matter of time before the disease spreads to poultry and perhaps other animals in the rest of the U.S. Some media reports are characterizing this outbreak as “one step from human infection.”

Specifically at UC Riverside: UC Riverside researchers are acting as subject matter experts in trying to explain the relative risks involved. Since the process of controlling an outbreak involves exterminating all animals in the surrounding area, animal activists are planning to protest the destruction of so many “innocent” animals. There are some concerns being expressed among staff and faculty about the recent events, with questions about whether it is still safe to eat poultry, what other animals might be infected and exactly how transmissible this is to humans.

Questions:

- a) Is there an updated contact list (phone, email, cell, etc.) for everyone within {division, department, school, college, unit}?
{Insert answer}
- b) Where is it kept?
{Insert answer}
- c) Who is responsible for updating that list?
{Insert answer}
- d) Is there a method for quickly contacting everyone within {division, department, school, college, unit} with critical information? (For example: a phone tree)?
{Insert answer}
- e) Communications to employees, faculty or students in {division, department, school, college, unit} is distributed via this method:
 - i. {Insert answer}
 - ii. {Insert answer}

2. WHO/CDC Pandemic Alert Phase IV

For the past week, there have been rumors and unconfirmed reports of small clusters of person-to-person spread of H5N1 in Southeast Asia. The WHO has intensively investigated and initially could not confirm this development, although the level of suspicion is high and increasing all the time. As the WHO was attempting to verify the reports, CNN broadcasts a report that the Avian Pandemic has arrived and is causing many deaths among residents and tourists in Southeast Asia. Finally, the

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WHO confirms that the virus has mutated and it is transmissible among humans, but it is still unclear how virulent it is. International efforts are attempting to contain these known outbreaks so the full range can be ascertained, although experts don't expect to be able to contain it for very long. Intensive surveillance in the U.S. has not found any evidence of H5N1 among the influenza-like illnesses that are normally present at low levels in the general population.

Specifically at UC Riverside: There are nervous questions from faculty and staff about our plans to deal with an outbreak here. Some students are leaving because their parents have demanded they return home. Riverside County Public Health is urging caution until facts are verified.

Questions:

- a) Who in {division, department, school, college, unit} tracks and records employee absences?

{Insert answer}

- b) Is there a method for monitoring faculty/staff who are ill with flu-like symptoms, including contacting staff who are unexpectedly absent from work?

{Insert answer}

- c) Does {division, department, school, college, unit} encourage sick faculty/staff/students to stay home? And send home those faculty/staff/students home if they come work/school?

{Insert answer}

- d) Does staff, faculty, students have access to the latest information about disease transmission and does {division, department, school, college, unit} provide basic disease transmission prevention supplies (hand sanitizer, tissue, masks) at work?

{Insert answer}

3. WHO/CDC Pandemic Alert Phase V

Cases of H5N1 influenza have been verified in the U.S., some of those cases in California. Some countries have closed their airspace to all inbound flights. There is a public health alert notice from the State Department of Health Services and the state's Pandemic Flu Plan has been activated, which calls for immediate quarantine of known cases and all their contacts, and possibly stopping all traffic in and out of the affected areas in an attempt to contain the virus. School absenteeism rates (all levels) are extremely high, and there have been "unusually light" commutes the last few days. There is high absenteeism in all offices. Some stores have remained closed because of high employee absenteeism and the ones that are open are packed with consumers trying to purchase supplies. All business is disrupted, which includes normal deliveries of goods and services. Markets are being shopped out, and the lines at open gas stations are extremely long. Hospitals and health centers are quickly being overwhelmed with both the sick and the "worried well." There is some discussion of activating the National Guard.

Specifically at UC Riverside: There haven't been any confirmed cases of Avian Flu in the Riverside area. Students are leaving as they are being called home by parents, although it is getting increasingly difficult to use public transportation. Many classes are cancelled as there is high absenteeism among faculty and staff. Reasons for absenteeism include personal and family illness, although it is suspected that many faculty and staff are choosing to stay home. The Student Health Center is beginning to be overwhelmed with students who are ill or afraid they might become ill. Many

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faculty and staff are wearing gloves and masks and avoiding their colleagues. The Chancellor/Provost is considering a closure of the campus.

Questions:

- a) Only 50% of the normal staff/faculty in {division, department, school, college, unit} have reported to work or school TODAY, and it appears this may be the situation for the next several weeks until the full extent of this influenza outbreak is known.
 - i. What are the critical functions and processes that must be maintained TODAY and the rest of THIS week?
{Insert answer}
 - ii. What level of staffing is required to maintain those processes and functions?
{Insert answer}
- b) If the Chancellor/Provost ordered a closure of UCR for one month in this situation – similar to a holiday shutdown or furlough – what projects or services that your group provides can be postponed?
{Insert answer}
- c) What policies does {division, department, school, college, unit} have in place for prolonged employee absences?
{Insert answer}
- d) Are there any staff/faculty/students from {division, department, school, college, unit} on travel or abroad? Do you know where they are and how to contact them?
{Insert answer}
- e) Are there alternatives that could be considered within {division, department, school, college, unit} for delivery of services or classes? If so, what are they?
{Insert answer}

4. WHO/CDC Pandemic Alert Phase VI

The first Avian Flu cases were reported several months ago. While the virus isn't spreading as fast as predicted, thousands of people have been ill. The death rate in the U.S. *among those who become ill* is about 10% -- higher among children, teenagers, older people and those with compromised immune systems. The death rates in less developed countries are being reported as much higher, but travel restrictions are making it difficult to ascertain the total situation. There are worldwide travel restrictions and screening. Most social activities (events, conferences, etc.) and tourism have been cancelled or postponed, and heightened health care precautions are widely used (masks, gloves, etc.). A vaccine has been identified and is being produced, but it is not expected to be generally available for several more weeks. Although the CDC is predicting another outbreak in the next few weeks, it is expected that the social and economic conditions will continue to improve slowly.

Specifically at UC Riverside: The Chancellor closed the campus for all but the most critical functions for two weeks, but is now reopened on a restricted level. The campus Emergency Operations Center was opened and is still open on a standby basis. Critical infrastructure functions and human/animal life safety issues are being managed. The academic calendar was adjusted.

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Some classes have resumed and some students have returned to complete their quarter. Others have opted to take an incomplete for this quarter and continue next quarter. Absenteeism is still high among faculty and staff, and those that remain are becoming overworked and fatigued. Reasons for absenteeism include personal illness, family illness, school closures and bereavement. There is a significant need for mental health services for faculty, staff and students. Supply lines are still unpredictable and most markets/stores are only open during limited hours.

Questions:

- a) What are the critical issues for {division, department, school, college, unit} to consider for recovering from this disaster?

{Insert answer}

- b) What mitigation measures could have been put into place ahead of time that would have helped {division, department, school, college, unit} weather this disaster better?

{Insert answer}

5. WHO/CDC Pandemic Alert Phase VI

Avian Flu cases are being reported with increasing frequency in the Inland Empire area, specifically in Riverside in the areas surrounding the University. Even though the University was closed one week ago, students were either unable or unwilling to leave the area due to outbreak effects. Essential facility personnel are on campus for maintenance purposes only. On a Tuesday, Riverside County Department of Public Health, fearing the University as a “hotspot,” declares the University quarantined for the next four weeks. All traffic in and out of the affected area has been stopped in an attempt to contain the virus. Family members flood the school with calls demanding their children, husbands, wives, etc., be released to come home and assist with the care of other infected family members, or to “wait it out” at home. Of the total of 1,285 (900 students, 385 staff) persons on campus, 257 are presenting symptoms, 51 are in grave condition and 11 have died.

Specifically at UC Riverside: Although the Chancellor had closed the campus for all but the most critical functions for two weeks, that time frame must now be extended by a minimum of four weeks. The campus Emergency Operations Center was opened but is closed due to lack of available staff. Food is running short and supplies are difficult for even the County to provide due to sick transportation workers. Those caring for the sick are working to the point of exhaustion and can't maintain proper support (cleaning, bed changes, etc.). Area residents are sneaking into the campus looking for supplies they can't find outside due to shortages. Critical infrastructure functions and human/animal life safety issues are barely being managed. The academic calendar has been put on hold. No classes will resume on campus for at least four to six weeks. Absenteeism is still high among faculty and staff, and those that remain are overworked and fatigued. Reasons for absenteeism include personal illness, family illness, school closures and bereavement. There is a significant need for mental health services for faculty, staff and students. Supply lines are still unpredictable and most markets/stores are only open during limited hours.

Questions:

- a) What considerations have been given to stockpiling supplies on campus for {division, department, school, college, unit} to care for quarantined people?

{Insert answer}

- b) What measures can {division, department, school, college, unit} take to increase the level of perimeter security provided during a quarantine period?

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{Insert answer}

- c) Do plans include steps to quarantine buildings within the quarantined campus? Have areas been identified to house non-students? Are there necessary supplies that {division, department, school, college, unit} needs to provide for quarantined staff members?

{Insert answer}

- d) How much emphasis has been placed on employee personal preparedness at home to reduce stress on family members within {division, department, school, college, unit}?

{Insert answer}

D. Business Impact Analysis

This Business Impact Analysis (BIA) reveals vulnerabilities, and develops strategies for minimizing risks.

1. What is the primary mission of {division, department, school, college, unit}?

{Insert answer}

2. What are the critical functions and processes of {division, department, school, college, unit}?

{Insert answer}

{NOTE: In this context, "critical functions and processes" are defined as those acts (1) necessary to preserve lives (human or animal), (2) maintain the physical plant/infrastructure, or (3) continue essential business services until an emergency has abated. This would include (for example), care and feeding for animal facilities, maintaining the Data Center, keeping all utilities functional and maintaining public safety.}

3. Who performs critical functions and processes? Are there backups or alternative staff who can perform those functions?

{Insert answer}

4. What other campus units are necessary to maintain the critical functions and processes of {division, department, school, college, unit}? What arrangements or agreements exist with those other units?

{Insert answer}

5. What process or functions (other than those defined as critical) does {division, department, school, college, unit} perform?

{Insert answer}

6. How often is this process or function performed? How long can it be delayed?

{Insert answer}

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7. Is there a readily available and accurate inventory of supplies on hand? What contracts, arrangement or agreements exist with vendors that {division, department, school, college, unit} regularly works with for delivery of goods and services during a disaster?

{Insert answer}

8. What alternative methods are in place for delivery of services or classes? What are they?

{Insert answer}

9. Does {division, department, school, college, unit} have students, faculty or staff regularly on travel or abroad? What policies or plans are in place to contact them, ascertain their safety and advise them about returning home?

{Insert answer}

E. Planning Scenarios

The pandemic event is serious enough that the campus will have to close to all but the most critical functions for an unknown period of time.

1. The functions and processes we must continue to provide, regardless of the situation, are:

- {Insert}
- {Insert}

We plan to continue them by {insert plan}.

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2. The functions and processes that can be delayed for up to one week – but no longer, are:

- {Insert}
- {Insert}

We would need to maintain them by {insert resources needed}.

3. The functions and processes that can be delayed for up to one month – but no longer, are:

- {Insert}
- {Insert}

We would need to maintain them by {insert resources needed}.

The functions and processes that can be delayed for longer than one month are:

- {Insert}
- {Insert}

F. Emergency Contact List

Name	Position	Work Location	Email	Office	Home	Cellular	Text capable?
a)							
b)							
c)							
d)							
e)							
f)							