

# Pandemic Influenza

Section 4: Preparedness -  
Planning, Training and Exercising



Health and Community Services

## 4. Preparedness - Planning, Training & Exercising

The purpose of preparedness is to ensure the availability of resources, the clarification of roles and responsibilities, and the application of an organized and skilled approach to disaster response within the health sector and between it and partner organizations. The goal of this activity is to mount an effective response to achieve the most positive outcomes for the people of the province.

Preparedness for any disaster is accomplished through emergency management which includes pre-disaster planning, training and exercising of the plans. Emergency management must be an integral component of all program areas throughout the entire organization.

Planning must include an assessment of the current resources, skill sets and activities relative to the needed resources to ensure response capability. The gaps identified can be addressed through: the addition of new resources; planned reassignment of existing resources and activities on a priority basis; cross-training of current staff; and training of additional people to ensure effective operation of critical activities during a disaster.

The response component of the plan must identify the specific response activities as determined by the organization and client services needs.

Recovery planning will identify the resources required to allow the organization to return to normal operation as quickly as possible after a disaster. This stage of the process must consider and secure all the resources required to recover, as well as the human resources and supports necessary to help employees deal with any negative personal or emotional impacts of a disaster.

The preparedness process is only as good as the knowledge, training, and capability of the planning team involved. Education in emergency management and training to eliminate gaps throughout the organization are necessary to minimize the disaster. This will ensure that response systems are resilient and robust.

The exercising of emergency plans, through tabletop or mock exercises, is an invaluable training tool to simulate the response, clarify internal and external roles and responsibilities, identify planning and operational gaps and to further refine the planning activities.

**Table 4.1 – Preparedness – Planning, Training and Exercising Roles and Responsibilities by Pandemic Phase**

<b>Preparedness During Interpandemic Period</b> <b>Phase 1 - No new influenza subtypes have been detected in humans. A new influenza virus subtype may be present in animals, but the risk for human infection is low.</b>		
National	Provincial	Regional
<ul style="list-style-type: none"> <li>Establish a national pandemic planning committee</li> <li>Develop and update national plans in collaboration with relevant decision-makers</li> <li>Exercise pandemic plans and adjust as required</li> <li>Identify and train staff who may be reassigned during a pandemic</li> <li>Explore need to stockpile (e.g. syringes and other medical supplies)</li> <li>Identify how essential services will be maintained during a pandemic</li> <li>Ensure that the response network is ready to respond</li> <li>Provide technical information liaison</li> <li>Share PHAC/HC information with PSEPC, federal regional officers and with provincial and territorial partners</li> <li>Facilitate sharing information between animal and health authorities</li> </ul>	<ul style="list-style-type: none"> <li>Establish a provincial pandemic planning committee</li> <li>Assess the hazards, risks and vulnerabilities for a pandemic</li> <li>Develop and update provincial plans in collaboration with relevant decision-makers</li> <li>Work with RHA's to ensure regional pandemic plans are in place</li> <li>Identify human and material resources required during a pandemic</li> <li>Identify, inform and train key personnel who will be involved in pandemic planning and response</li> <li>Work with EMO to ensure municipalities have emergency plans in place</li> <li>Communicate and collaborate with other emergency management partners</li> <li>Develop continuity of business plans within the Department</li> <li>Exercise pandemic plans and adjust as required</li> </ul>	<ul style="list-style-type: none"> <li>Establish a regional pandemic planning committee</li> <li>Assess the regional hazards, risks and vulnerabilities for a pandemic</li> <li>Develop and update regional and local plans in collaboration with relevant stakeholders</li> <li>Work with communities to ensure pandemic plans are in place</li> <li>Identify regional human and material resources required during a pandemic</li> <li>Identify critical gaps in local health infrastructure and resources</li> <li>Develop continuity of business plans to maintain necessary regional health services</li> <li>Identify and plan for the required human resources, training, supplies and equipment</li> <li>Exercise pandemic plans and adjust as required</li> </ul>

**Table 4.1 – Continued.**

<b>Preparedness – Planning, Training and Exercising Interpandemic Period</b> <b>Phase 2 - New influenza subtype in animals posing a substantial risk of human disease</b>		
<b>National</b>	<b>Provincial</b>	<b>Regional</b>
<ul style="list-style-type: none"><li>• Continue activities of previous phase</li><li>• Develop surge-capacity contingency plans for the internal management of domestic resources and essential workers during a pandemic</li><li>• Establish national guidance to address food safety, safe agricultural practices and other public health issues related to infected animals</li><li>• Activate joint mechanisms for actions with animal health authorities and other relevant organizations</li><li>• Assess preparedness status and identify actions needed to fill gaps</li><li>• Ensure ability to mobilize and rapidly deploy a multisectoral expert response team</li><li>• Ensure ability to rapidly deploy stockpile resources to field locations</li><li>• Establish compensation policies for loss of animals through culling</li></ul>	<ul style="list-style-type: none"><li>• Continue activities of previous phase</li><li>• Propose a Pandemic Emergency Management Structure for the DHCS and the Provincial Government</li><li>• Develop surge-capacity contingency plans for the internal management of domestic resources and essential workers during a pandemic</li><li>• Assess preparedness status and identify actions needed to fill gaps</li><li>• Develop with RHAs a plan for stockpiles of essential items</li><li>• Develop plan to rapidly deploy stockpile resources to regions</li></ul>	<ul style="list-style-type: none"><li>• Continue activities of previous phase</li><li>• Propose a regional emergency management structure for pandemic response</li><li>• Coordinate planning activities with bordering jurisdictions in collaboration with provincial and federal authorities</li><li>• Ensure additional effective communication plans between health and emergency response systems</li><li>• Exercise pandemic plans and use the results to improve and refine plans and preparedness</li><li>• Develop training programs and pre train where practical for essential tasks</li><li>• Develop plan to rapidly deploy stockpile throughout region</li></ul>

**Table 4.1 – Continued.**

<b>Preparedness – Planning, Training and Exercising Pandemic Alert Period</b> <b>Phase 3 - New influenza subtype identified in at least one human case. No human-to-human transmission or rare cases of spread through very close contact only.</b>		
<b>National</b>	<b>Provincial</b>	<b>Regional</b>
<ul style="list-style-type: none"><li>• Continue activity of previous phase(s)</li><li>• Activate national pandemic contingency planning arrangements</li><li>• Mobilize national response and provide guidance to relevant authorities in reviewing, updating and implementing contingency plans</li><li>• Brief appropriate officials in all relevant government departments (e.g. health, agriculture, executive, legislative/judicial) at national and provincial levels, regarding the status of the incident and the potential need for additional resources, interventions and the use of emergency powers</li><li>• Provide assistance to regional, district and local authorities (including private essential services) in implementing interventions</li></ul>	<ul style="list-style-type: none"><li>• Continue activity of previous phase(s)</li><li>• Review business continuity plan, ensure all essential services including outside contractor/suppliers are identified and covered for temporary or permanent loss of resources</li><li>• Plan for up to 25% of absent staff/contractors/suppliers for 2-4 weeks around the peak of the first wave</li><li>• Ensure training programs are conducted or ready to teach non essential staff and volunteers essential tasks</li><li>• Meet with appropriate partners and stakeholders to review planning activities</li><li>• Ensure emergency health service providers are aware of infection control precautions</li><li>• Test decision making procedures and chains of command and plans</li></ul>	<ul style="list-style-type: none"><li>• Continue activity of previous phase(s)</li><li>• Activate regional pandemic contingency planning arrangements (planning committees and working groups)</li><li>• Review regional readiness for response and provide guidance to relevant authorities in reviewing, updating and implementing contingency plans</li><li>• Review business continuity plan, ensure all essential services including outside contractor/suppliers are identified and covered for temporary or permanent loss of resources</li><li>• Ensure training programs are conducted or ready for delivery to essential staff and volunteers for essential tasks</li></ul>

**Table 4.1 – Continued.**

<b>Preparedness – Planning, Training and Exercising Pandemic Alert Period</b> <b>Phase 4 - Localized small clusters of limited human-to-human transmission</b>		
National	Provincial	Regional
<ul style="list-style-type: none"> <li>• Continue activities of previous phase(s)</li> <li>• Confirm plans are in place</li> <li>• Activate national pandemic contingency planning arrangements</li> <li>• Reassess current state of preparedness; implement actions required to close priority gaps</li> <li>• Identify ability to respond to requests for international assistance</li> <li>• Ensure highest levels of political commitment for ongoing and potential interventions/countermeasures</li> <li>• Activate procedures to obtain additional resources; consider invoking emergency powers</li> <li>• Activate overarching national command and control of response activities, either by formal means or de facto (close oversight of district and local activities)</li> <li>• Deploy operational response teams across all relevant sectors</li> <li>• Ensure cross-border collaboration with surrounding countries for information-sharing and coordination of emergency responses</li> </ul>	<ul style="list-style-type: none"> <li>• Continue activities of previous phase(s)</li> <li>• Update RHAs and all staff about status of pandemic influenza</li> <li>• Mobilize provincial response and provide guidance to relevant authorities in reviewing, updating and implementing contingency plans</li> <li>• Activate provincial pandemic contingency planning arrangements</li> <li>• Reassess current state of preparedness; implement actions required to close priority gaps</li> <li>• Review results of any previously conducted simulation exercises and consider what (if any) significant changes have occurred since and confirm that corrective actions have been taken</li> <li>• Identify ability to respond to requests for provincial and national assistance</li> <li>• Activate business continuity components of plan as necessary</li> <li>• Ensure highest levels of political commitment for ongoing and potential interventions/countermeasures</li> </ul>	<ul style="list-style-type: none"> <li>• Continue activities of previous phase(s)</li> <li>• Notify emergency service managers of virus report and current monitoring activities</li> <li>• Ensure emergency health service providers are aware of infection control precautions</li> <li>• Review results of any previously conducted simulation exercises and consider what (if any) significant changes have occurred since and confirm that corrective actions have been taken</li> <li>• Update partners and all staff about status of pandemic influenza</li> <li>• Activate regional pandemic contingency planning arrangements as necessary</li> <li>• Reassess current state of preparedness; implement actions required to close priority gaps</li> <li>• Identify ability to respond to requests for assistance within the region</li> <li>• Continue training to ensure continuation of essential services</li> <li>• Meet with appropriate partners and stakeholders to review planning activities</li> </ul>

**Table 4.1 – Continued.**

<b>Preparedness – Planning, Training and Exercising</b> <b>Pandemic Alert Period</b> <b>Phase 5 - Localized larger clusters of human-to-human transmission</b>		
<b>National</b>	<b>Provincial</b>	<b>Regional</b>
<ul style="list-style-type: none"><li>• Continue activities of previous phase(s)</li><li>• Identify needs for international assistance</li><li>• As needed, designate special status to affected area in order to facilitate interventions (e.g. state of emergency)</li><li>• Assist in the ongoing evaluation of interventions</li><li>• Finalize preparations for imminent pandemic, including activation of internal organizational arrangements (within command-and-control system) and staffing surge capacity</li><li>• Adjust and maximize efforts and resources to reduce disease burden and contain or delay the spread of infection</li></ul>	<ul style="list-style-type: none"><li>• Continue activities of previous phase(s)</li><li>• Ensure cross-border collaboration with surrounding countries/provinces for information-sharing and coordination of emergency responses</li><li>• Identify needs for national assistance</li><li>• As needed, designate special status to affected area in order to facilitate interventions (e.g. state of emergency)</li><li>• Assist in the ongoing evaluation of interventions</li><li>• Finalize preparations for imminent pandemic, including activation of internal organizational arrangements (within command-and-control system) staffing for surge capacity and business continuity</li><li>• Adjust and maximize efforts and resources to reduce disease burden and contain or delay the spread of infection</li><li>• Activate procedures to obtain additional resources as needed; consider invoking emergency powers</li></ul>	<ul style="list-style-type: none"><li>• Continue activities of previous phase(s)</li><li>• Ensure collaboration with surrounding regions for information-sharing and coordination of emergency responses</li><li>• Identify needs for provincial assistance</li><li>• As needed, designate special status to affected area in order to facilitate interventions (e.g. state of emergency)</li><li>• Assist in the ongoing evaluation of interventions</li><li>• Finalize preparations for imminent pandemic, including activation of internal organizational arrangements (within command-and-control system) and staffing surge capacity</li><li>• Adjust and maximize efforts and resources to reduce disease burden and contain or delay the spread of infection</li><li>• Activate procedures to obtain additional resources as needed, consider invoking emergency powers</li></ul>

**Table 4.1 – Continued.**

<b>Preparedness – Planning, Training and Exercising Pandemic Period</b> <b>Phase 6- Increased and sustained transmission in general population</b>		
National	Provincial	Regional
<ul style="list-style-type: none"> <li>• Continue activities of previous phases as they relate to response</li> <li>• Implement specific pandemic response activities when pandemic reaches Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Continue activities of previous phases as they relate to response</li> <li>• Implement specific pandemic response activities when pandemic reaches Newfoundland and Labrador</li> <li>• Activate procedures to obtain additional resources as needed; consider invoking emergency powers</li> </ul>	<ul style="list-style-type: none"> <li>• Continue activities of previous phases as they relate to response</li> <li>• Implement specific pandemic response activities when pandemic reaches the region</li> <li>• Activate procedures to obtain additional resources as needed; consider invoking emergency powers</li> </ul>
<b>Preparedness – Planning, Training and Exercising</b> <b>Post-Pandemic Period -- Recovery</b>		
National	Provincial	Regional
<ul style="list-style-type: none"> <li>• Review activities; compile and analyze data and report</li> <li>• Evaluate response</li> <li>• Debrief with relevant partners</li> <li>• Revise pandemic plans based on review, evaluation and analysis</li> <li>• Return to Phase 1</li> </ul>	<ul style="list-style-type: none"> <li>• Review activities; compile and analyze data and report</li> <li>• Evaluate response</li> <li>• Debrief with relevant partners</li> <li>• Revise pandemic plans based on review, evaluation and analysis</li> <li>• Return to Phase 1</li> </ul>	<ul style="list-style-type: none"> <li>• Review activities; compile and analyze data and report</li> <li>• Evaluate response</li> <li>• Debrief with relevant partners</li> <li>• Revise pandemic plans based on review, evaluation and analysis</li> <li>• Return to Phase 1</li> </ul>