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Agenda

- 2019nCov – The current threat
- Our focus today – planning for an impact to your employees and organization
 - Your Crisis Management team and process
 - Your Infectious Disease & Pandemic plans
- Personal Preparedness and Next Steps

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2019nCoV – New Coronavirus

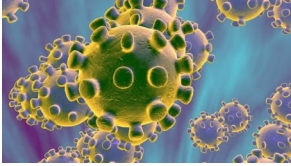
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Coronavirus

- Coronaviruses primarily infect the upper respiratory and gastrointestinal tract of mammals and birds.
 - Coronaviruses are believed to cause a significant percentage of all common colds in human adults and children.
 - Seven different currently known strains of coronaviruses infect humans.



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Seven Types of Coronavirus

1. Human coronavirus 229E
2. Human coronavirus OC43
3. Human coronavirus NL63 (HCoV-NL63, New Haven coronavirus)
4. Human coronavirus HKU1
5. SARS-CoV 2002 - 2003
 - 774 deaths and 8,096 cases reported in 37 countries
6. Middle East respiratory syndrome (MERS-CoV) 2012 – present
 - 858 deaths and over 2,494 cases reported in 26 countries
7. Wuhan coronavirus (2019-nCoV), also known as *novel coronavirus 2019/2020* (Wuhan pneumonia).

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SARS, MERS & 2019nCoV*



2019nCoV Dec 2019 - Present	<ul style="list-style-type: none"> • 8,100 cases • 213 deaths • Fatality rate 2%
SARS 2002 - 2003	<ul style="list-style-type: none"> • 8,096 cases • 774 deaths • Fatality rate 9-10%
MERS 2012 - present	<ul style="list-style-type: none"> • 2,494 cases • 858 deaths • Fatality rate 34%

For comparison, CDC estimates that influenza has resulted in between 6.3 million – 69.9 million illnesses, between 140,000 – 960,000 hospitalizations and between 12,000 – 79,000 deaths annually since 2010. *As of January 31, 2020 4:30 AM PT

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Current Threat



- In December 2019, a pneumonia cluster outbreak broke out in Wuhan, China
 - December 1, 2019 was the first case
 - Most of the cases directly linked to visitors or workers at the Huanan Seafood Wholesale Market
- January 2, 2020, a new strain of coronavirus designated (2019nCoV)
 - Two-thirds of whom had direct exposure to the market.
- Samples from the market's animals were taken between January 1 – 12 2020.
 - In late January 2020, the Chinese CDC revealed that the virus was found in
 - 33 of the 585 animal specimens
 - 31 of those came from the wildlife area of the market

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Current Statistics

- As of this morning January 31:
 - Case total: 8,100 as of 4:30 AM PT
 - Deaths: 213
- Spread to 22 countries
- Incubation period: 2 – 14 days
- Human-to-Human Transmission has been confirmed in the United States as of January 30 10:15 AM PT
 - Sixth U.S. case of the Wuhan coronavirus - the first *human-to-human transmission* in the US.



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Also This Morning...

- In Italy, 7,000 people are being confined to a Costa Cruise ship in a port near Rome as a couple is being tested for the virus.
 - 6,000 passengers
 - 1,000 crew members.
- *Postscript – all passengers were allowed to disembark on January 31 when the tests were confirmed negative*
 - *Whew!*



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Our Focus Today



- Planning for an impact to your employees and organization
 - Crisis Management
 - Infectious Disease and Pandemic Planning

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Two Critical Crisis Management Processes You Need in Place Now!

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Situational Awareness Required to Manage a Potential Health Crisis

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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*
- Situational awareness requires two distinct activities:
 - **Collect:** Observe, acquire and compile the information
 - **Process:** Assess the information and orient yourself to the possible impacts

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Collect Situational Awareness - Internal Sources

- Gather "situational awareness"
 - What do you need to know from **all** of your locations? You need to carefully consider these questions. We always focus on five areas:
 - People
 - Facilities
 - Technology
 - Business Operations
 - Reputation and Brand

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Sample Situational Awareness Questions

- Life safety: People
 - What do you want to know on the "disease front" (Employee health and safety issues)?
 - What is happening in their area or region?
 - Give us a picture of what is going on in the area and region
 - Social media, public reporting etc.
 - Changes in government restrictions or guidance
 - What is your current employee illnesses?
 - Compared to "usual for this time of year"?
- Facilities
 - Any health supply-related concerns?
 - Sufficient masks, gloves, wipes, hand sanitizer, etc.?
 - Other facility issues?
- Technology
 - Sufficient bandwidth for a large work from home strategies
 - Increase in cyber-attacks?
 - Other technology issues?

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Sample Situational Awareness Questions

- Business Operations
 - Effects on production – list
 - Supply chain disruption actual issues occurring now or concerns for the short-term and longer-term
 - Quality issues as a result of the above
 - Customer comments or concerns
- Reputation and Brand
 - Is the organization in the news? New inquiries?
 - Could the organization become part of this news story?
 - Holding statements at the ready? List stakeholders
 - Crisis communication advisors on call and at the ready?

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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>
 - Your Local Health Department
 - Infectious Disease MD in your area or from a university teaching environment (in the Bay Area Stanford or UCSF)

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Collect Situational Awareness - External Sources

- Develop a list of solid, credible outside news sources
 - New York Times
 - Washington Post
 - Bloomberg News
 - Guardian
 - NPR
- Double or triple validate ALL social media posts from unknown sources

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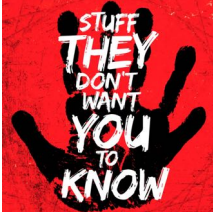
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Conspiracy Theories Abound! One Example...

- **Prepare for Change**, 24 January, 2020 Do you wonder how this virus jumped over from China to the USA in no time?
 - While researching the online archives we found a hard truth: **The father of this Virus is the CDC (Center for Disease Control and Prevention)**
 - The virus didn't originate in China, but it is a C.I.A. gift to China to bring it in line to cough up the much needed funds the **USA, Inc.** needs to avoid bankruptcy on January 31st 2020.
 - For all those with IQ's lower than a goldfish, the added bonus is that they will have the opportunity to take advantage of the soon coming **Free mass vaccinations for all!** Yeah!
 - Alas the Deep State / US government, Inc. will soon have the **FREE** inoculation we all need to stay alive!
 - In the below patent you'll find 72 pages of truth so you can be the judge of this terrible "sudden unknown outbreak"



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Process the Information

- Organize the information daily into a Situation Status Report AKA SitRep
 - Disseminate this to your Crisis Management (tactical) and the Executive Team (strategic)
 - Develop your Incident Action Plans using the SitRep document
 - Consider a format like the new WHO SitRep for 2019nCoV

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Novel Coronavirus(2019-nCoV)
Situation Report - 9

This is reported by 29 January 2020

HIGHLIGHTS

- Four confirmed cases reported in United Arab Emirates, in individuals traveling from Wuhan City.
- World Health Organization (WHO), in collaboration with the World Economic Forum, has set up a public private collaboration called "The Pandemic Supply Chain Network (PSCN)". It is a Market Network that seeks to provide a platform for data sharing, market visibility, and operational coordination and connecting.
- Today, PSCN is launching the first of several teleconference calls with over 30 private sector organizations and 10 multilateral organizations to develop a market capacity and risk assessment for personal protective equipment (PPE). This assessment will be used as the basis to match the global demand for PPE with the global supply. The market and risk assessment for PPE is expected to be completed by 5 February 2020.
- The Emergency Committee on the novel coronavirus (2019-nCoV) under the International Health Regulations (IHR 2005) is re-convened by the World Health Organization Director-General Dr Tedros Adhanom Ghebreyesus on 30 January.

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SITUATION IN NUMBERS

Globally
6065 confirmed

China
5997 confirmed
9239 suspected
1229 severe
132 deaths

Outside of China
66 confirmed
15 countries

WHO RISK ASSESSMENT

China	Very High	
Regional Level	High	
Global Level	High	


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Incident Assessment

- Who... comes together to assess the ongoing situation?
- Who... makes the decision to activate plans and teams?
- What... is the criteria that they use?
 - Is this documented?
 - Is it practiced?



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Incident Assessment Team (IAT)

- Determine who should be on the team
 - For this outbreak: Business Continuity, Facilities, Security, EHS, Human Resources, Communication, Technology
- Team's responsibilities:
 - Conduct initial assessment
 - Review the criteria and escalation strategies for plan activation
 - Determine whether to activate plan
- Communication:
 - Determine how the team learns of an incident
 - How and where they convene (virtually and physically)

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Incident Assessment Team Process

- First, gather “situational awareness”
- Assess using your activation criteria
- Call the question – do we activate the team & process?
 - In no, now what? If you elect to monitor (and you should) this is now a partial activation of your crisis management team
 - You need to be doing daily SitRep reports and an Incident Action Plan
- If no (we aren’t monitoring or activating – I don’t recommend this) then you “stand down”

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Last Crisis Management Thought

- You need to manage this situation in front of you AND you need to be looking forward.
 - Spin up a longer-term planning team to look weeks and months into the future to really understand what could happen and think about the longer-term business implications
 - Consider standing up a “Plan B” team whose task is to look at the crisis management team actions and decisions and ask the question “What else should we be doing? Is the current direction we are going, truly managing the crisis in the best way possible?”
 - BTW, it takes brave leadership to do Plan B – but it can really pay off.

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April-September

Remember 2009 Pandemic?

- 2009 H1N1 was first detected in the United States in April 2009
- This virus was a unique combination of influenza virus genes never previously identified in either animals or people
- But it wasn't very deadly

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Pandemic Plans 2.0

- The 2009 Pandemic pointed out many flaws in the way that plans were created – tied to the WHO levels AND only for a global pandemic
 - We changed our planning process completely – I recommend you do the same as well
- *Infectious Disease & Pandemic Plans* should written with broad guidance and should accommodate a common illness. This is because:
 - A common illness like measles is *FAR* more likely to impact you than the occasional global illness crisis
 - Diseases can shift and change; what works or is done today may not be appropriate when an outbreak occurs
 - Medical treatments and preventive measures change.
 - You do not control your destiny or your responses in a serious disease outbreak. The local Department of Public Health is the controlling authority.
 - They can invoke Public Health Law, which allows them to control your response
 - They will issue instructions, orders and dictates (as necessary) based on the illness

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Pandemic Plans 2.0

- *Infectious Disease & Pandemic Plans* should be written with this in mind – diseases are local
 - We are currently experiencing a global health issue but most of you are experiencing **NO** local health effects
 - Does that mean you do nothing? No, it means that you review your plan (or write one) in case the situation worsens
 - Hand sanitizers
 - Employee education
 - Some of you are having **HUGE** impacts to the business with your supply chain.
 - Have you tried to buy gloves in the past 72 hours?

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General Planning Assumptions

1. These outbreaks will be managed using the "routine" Crisis Management Team processes
2. Advice and counsel from the Department of Public Health (DPH) and other medical professionals will be available
 - And remember, they are in charge of all health emergencies
3. The company's usual emergency response procedures and Emergency Response Teams will function as long as it is safe for them to do so
4. The company will remain open as long as it safe to do so

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Infectious Disease Scenario

- It is possible to have a localized disease outbreak that does **not** rise to the level of a pandemic, yet can still cause a severe or catastrophic impact to the organization
 - A highly contagious illness like measles or Norovirus directly in your workplace could mean the organization might go through all or most of the local phases of the plan in a very short period of time
- Your assessment is not so much a fine science as it is good judgment and consultation with the local Department of Public Health, along with a healthy dose of good common sense

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A Plan with Three Stages

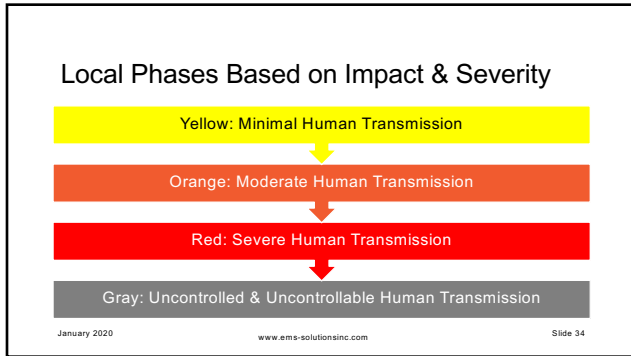
- There are three distinct stages of to an Infectious Disease & Pandemic Plan (IDPP)
 - **Pre-outbreak preparation and planning:** No current risk
 - **Threat Assessment:** Threat detected (*discussed in the Crisis Management portion of this talk*)
 - **Plan activation:** Local phases activated based on *impact and severity (yellow, orange, red, gray)*

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- ### Departments or Groups in Your Plan
- Pre-outbreak Preparation & Planning & Plan Activation sections of your plan should include these department/areas with guidance for each of the severity levels:
1. Business Continuity
 2. Business Units
 3. Communications
 4. Crisis Management
 5. Environmental Health & Safety
 6. Facilities
 7. Finance / Purchasing
 8. Human Resources
 9. Information Technology
 10. Mailroom / Shipping and Receiving
 11. Security
 12. Travel
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- ### Example Business Units: Pre-Outbreak Preparation and Planning
- Review IDPP annually
 - Ensure that Business Continuity Plans are current and accurate
 - Organize staff into Staff Categorization levels 1 – 4
 - Identify Category 1 and 2 personnel and inform them of their responsibilities
 - Develop strategies for Category 1 staff to be able to perform their work functions in a safe manner in the event of an infectious disease threat (including social distancing plans)
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Example Business Units: Plan Actions: Minimal Human Transmission (yellow)

- Review employee categorization to ensure accuracy:
- Determine if there is any exposure through critical vendors, and if the vendors have infectious disease plans. Assess vendors' strategies.
- As necessary, revise requirements for mission-critical staff to work from home.
- Assess contractual issues to discover exposures and plan accordingly.
- Travel insurance exclusions.

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Employee Categorization

- Ideally this is standard practice for your business continuity plans. It is helpful for much more than an Infectious Disease Plan
 - **Category 1** – Personnel perform mission-critical / time-sensitive functions and must work on-site
 - **Category 2** – Personnel perform mission-critical / time-sensitive functions and can work remotely
 - **Category 3** – Personnel do not perform mission-critical / time-sensitive functions but could work remotely if feasible
 - **Category 4** – Personnel do not perform mission-critical / time-sensitive functions and cannot work remotely

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Plan Appendices

- | | |
|--|---|
| <ul style="list-style-type: none"> • Human Resources: <ul style="list-style-type: none"> – Employee education – Monitoring – Compensation and benefits • Incident Management Team: <ul style="list-style-type: none"> – Leadership continuity – Virtual command centers • Maintenance and janitorial: <ul style="list-style-type: none"> – Cleaning – Isolation | <ul style="list-style-type: none"> • Respiratory Hygiene: <ul style="list-style-type: none"> – Policies – Guidelines • Safety and Security: <ul style="list-style-type: none"> – Visitors – Lobby policies – ERT procedures • Travel: <ul style="list-style-type: none"> – Policies |
|--|---|


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Where Do I Begin

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Personal & Family Preparedness

- Wash your hands – a lot
- Avoid touching your eyes and face
 - BTW is very hard to do
- 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 – but likely impossible to find at this point) **OR** on a plane with coughing people
 - Your chance of getting ill are significantly increased if the coughing person is anywhere two rows around you
- Be smart – and don't panic



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Next Steps

- Review your crisis management plan for the processes discussed today
- Pull out your pandemic plan and rethink it
- If you don't have one, start writing or hire someone to do it for you
- Take this threat seriously

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Lastly....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 staffing charts as necessary
- Be ready for the long haul



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In Case You Can't Sleep



- This is either great timing ... or terrible (depending on your view), Netflix just announced a new series on...pandemics!

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Your Crisis Management Process

- If you don't have these items in your Crisis Management Plan
 - Incident Assessment Team
 - Criteria for activation
 - Situation Status reports
 - Incident Action Planning
 - Team structures, roles and checklist
- Please check out my Crisis Management book on Amazon



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Thank you

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Crisis Management Book available on Amazon

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