

Agency Preparedness: Elements of a Plan

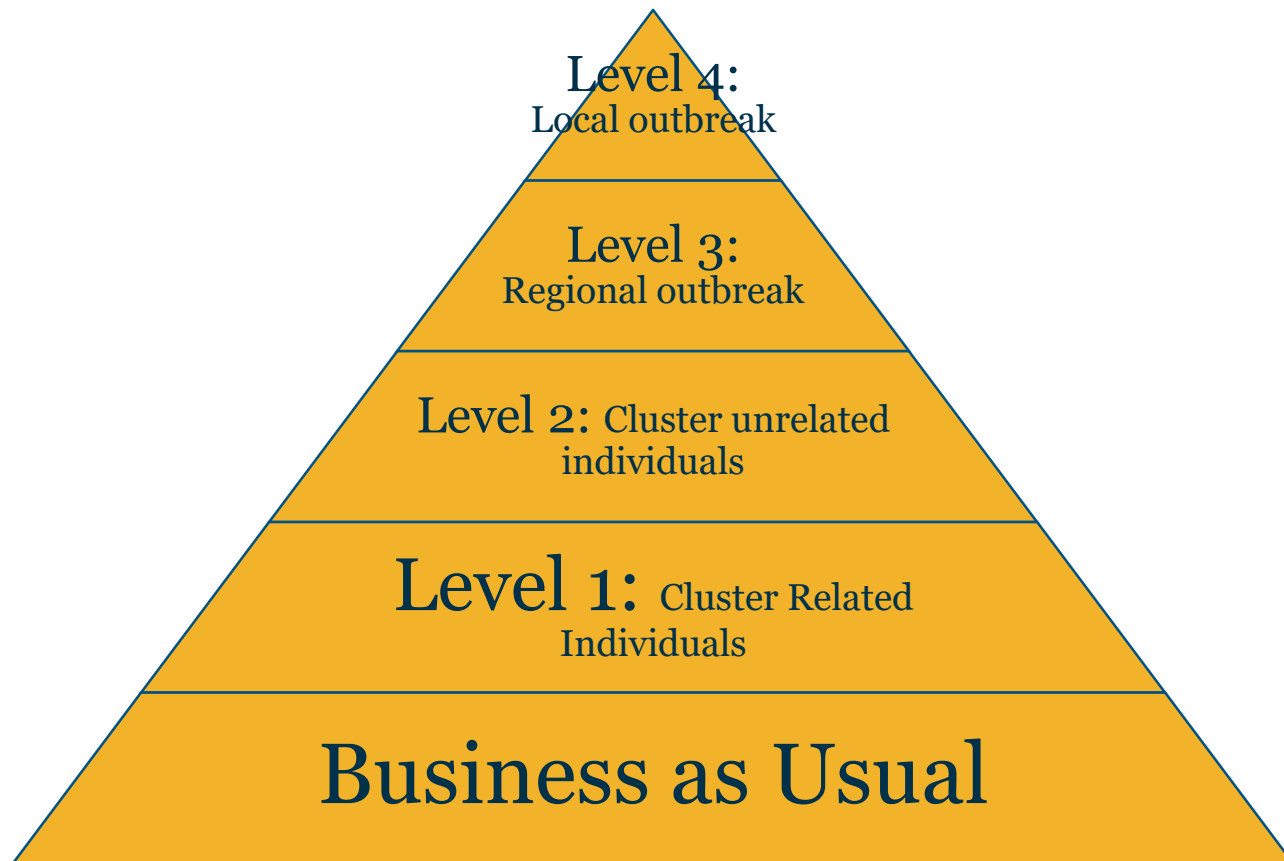
March 6, 2020

Basic Elements of a Pandemic Response Plan

1. Identified Levels of Response- depending on transmission level
2. Human Resource Management
3. Governance
4. Operations
5. Programs
6. Financial & Investment Management

Levels of Response

Potential Levels to Guide a Policy



Levels of Response

No evidence of human to human transmission:
Business as usual

Level 1: Human to human cluster in related individuals

Sample policy: Employees who travel to areas where transmission has spread should follow CDC/DPH guidelines on remaining home

Level 2: Human to human cluster in unrelated individuals confirmed anywhere

Sample Policy: All travel to those areas terminated and employees with family members showing symptoms should follow CDC/DPH guidelines on remaining home

Levels of Response

Level 3: Confirmed pandemic with regional outbreaks in North America

Sample Policy: All conditions in levels 1 & 2 AND employees monitor family members for symptoms daily

Level 4: Local outbreaks of pandemic reported

Sample Policy: All conditions in levels 1-3 AND all non-essential meetings canceled; office shut down if possible, with employees working remotely; return to normal business after public health officials deem it safe AND employees are symptom-free for the amount of time specified by CDC/DPH

Human Resource Management

- 1) Identify point person:** Monitor information from trusted sources; answer staff questions; advise on changes in practice/policy based on updated information.
- 2) Communications:** What is the key messaging to staff & clients? How to ensure that only accurate information is distributed?
- 3) Key Tasks:** Who are the essential personnel? Will they be compensated beyond normal pay if come to agency during crisis? What key tasks need to be performed if there are interruptions to normal operations?

Human Resource Management cont.

- 4) **Sick Leave Policy Changes:** What if non-essential employees cannot perform their job duties remotely?
Can employees use sick time to care for a sick relative?
Are changes to sick time policy necessary?
- 4) **Travel Policy:** Cancel or postpone non-essential travel
- 5) **Employment Policy:** Will all employees maintain their full or part-time status? Health insurance benefits?
- 6) **Payroll:** Ensure payroll system is maintained or alternative is in place

Governance

- 1) Meetings:** How will you meet if not in person?
- 2) Emergency Ad Hoc Committee:** What is the policy if full Board cannot meet and need a decision?
- 3) Partial or Full Office Closure:** Board or Board Chair involved in decision to close office or only CEO & staff?
- 4) Incapacity of Those in Key Positions, including Essential Personnel:** Who will take over if they cannot fulfill job functions? Who else is trained on their essential tasks?

Operations

- 1) Agency Space:** Plan to ensure proper ventilation and heat; changes to cleaning schedules; residential programs think about isolation space if needed.
- 2) Supplies:** Ensure adequate cleaning supplies, soap, sanitizers, etc. if staff & clients are on-site.
- 3) Technology:** Plan to ensure all information is backed-up and remote server access is functioning.
- 4) Talk to Funders:** Communicate with funders about what emergency resources you need.

Programs & Services

- 1) Non-essential programs and services:** Are there ways to deliver them remotely?
If not, what is the plan for the temporary suspension of services?

- 2) Essential programs:** Are there ways to deliver them remotely or with less person-to-person contact?
If not, what is the staffing plan?
What is the safety plan for staff and clients?

Programs & Services cont.

3) Changes to Practices: Are there ways to think about service delivery model differently?

Are there ways to require all who enter building to wash or sanitize hands?

What is the best way to educate staff & clients on ways to minimize transmission?

4) Events: When do you need to cancel?

How do you communicate the cancellation to participants and donors?

How will you make up for the revenue loss if it is a fundraising event?

Financial & Investment Management

- 1) Investments:** How will you monitor the market and what is the decision process for making changes?
- 2) Access to funds:** Monitor financial institutions to ensure banking is not interrupted – if it is, what are the essential immediate expenses and how will they be paid?

After the Pandemic



Set up a plan to get back to business as usual



Assess the impact on all aspects of the organization

Clients
Staff, volunteers and Board
Infrastructure
Programs and services



Assess community impact – does the organization have the capacity to help?

COVID-19 Trusted Information Sources

- 1) **CDC:** www.cdc.gov/coronavirus/2019-ncov/index.html
- 2) **MA Department of Public Health:**
www.mass.gov/2019coronavirus
- 3) **World Health Organization:**
www.who.int/emergencies/diseases/novel-coronavirus-2019
- 4) **Local Public Health Departments**

Discussion

- 1) What are your most pressing concerns?

- 2) Where are you in your planning?
 - a) Do you have a plan in place?
 - b) Has it been communicated to the right people?

- 3) Where do you need help?