

## **EU – Priority Issues for the Friends of the Presidency Group on Pandemic Influenza**

“ The European Union is affected with a steady increase in the number of cases ..... It is likely that the actual number of cases will be higher than during the seasonal influenza”

“The consequences will reach well beyond the health sector and may have an impact on the ability to maintain the continuity of essential service. The result may be disruptions in the transport systems, essential services, telecommunications, pharmaceuticals and food”.

“Crisis preparedness in sectors outside the health sector is a responsibility which is shared amongst different players”.

### **Evaluation by the *European Centre for Disease Prevention and Control* – [ECDC]**

Malta’s level of pandemic influenza preparedness was assessed by the ECDC and on the whole it was highly commended.

*Excerpt from ECDC’s comments on the National Document:*

**“a unique and excellent approach has been developed with the colour-code for action areas in the matrix ..... an innovative approach that could be shared with other countries”**



*'Malta Pandemic Influenza Response Plan'*

# Guidelines for Business Continuity

*Roseanne Camilleri MBA [Grenoble]*

*2009*

## Overview

- These guidelines are meant as a general reference
- Can be adapted to meet the specific organisational needs
- Focus and address key risks to the organisation, namely
  - Employees
  - Business processes [*production, sales, marketing etc*]
  - Business infrastructure [*offices, factories, shops, etc*]
  - Stakeholders [*shareholders, suppliers, clients/customers*]
  - Communications [*internal and external*]

## Introduction

**Pandemic Contingency “Preparedness” Plans are a must as they play a crucial role during the RESPONSE:**

- Reduce the risk to employees’ health and safety
- Limit the negative socio-economic impact
- Ensure continued delivery of essential operations as far as possible

Businesses are encouraged to start planning now to ensure that their operations remain viable during all phases of the pandemic outbreak.

## Intent

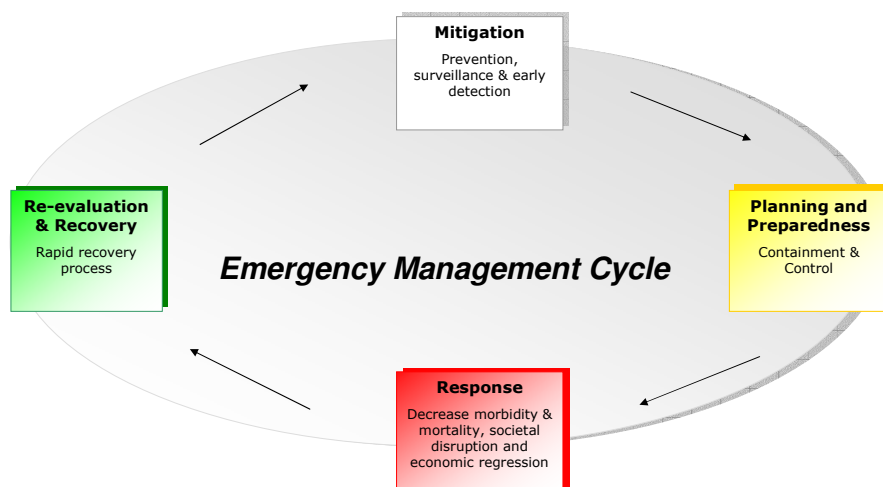
To assist government line Ministries / Departments and the Business Community to plan and prepare their BUSINESS CONTINGENCY PLANS by focusing on the **resilience** of *‘their’* **core activities**, in order to:

- Encourage employees to carry on as normal as possible [for as long as possible]
- Promote a reliable work environment during all phases of pandemic
- Expedite disaster recovery and restore basic business operations as soon as possible

## The **Importance** of a well planned **RESPONSE**

- The *RESPONSE PHASE* is about what we shall be **actually** doing during the influenza pandemic outbreak
- Our level of Preparedness will bring **peace of mind and confidence** during the *RESPONSE*
- Our *RESPONSE* will be **as strong as its weakest link.**

## Emergency Management Cycle Model



## The Challenges and Impact

The challenges to be met during a Pandemic may be extensive, and may include:

- Social disruption – **Travel, Tourism, Importation**
- Difficulty [or impossible] to work from the usual workplace - **closure**
- Schools may need to close for an indefinite period of time – **workdays lost, absenteeism, production loss, decline in retail trade**
- Public transportation services may be disrupted [buses, ferries, planes] – **delays, cancellations**
- Workforce will need continuous advice and assistance – **latest information, safe environment, protective equipment**

## Long - Term Impact Effects

- Business and consumer confidence would be dented
- Supply of labour will be restricted
- Supply chains will be strained – due to transportation disruption
- Arrears / default rates on consumer and business debt would probably rise

## The Importance of a Business Continuity Plan

- Analyse every step of YOUR business' working process
- Assess the risks and your vulnerability
- Develop your strategy –  
Introduce a command and control structure to ensure that responsibility and accountability from all operational levels
  - Gold: Strategic
  - Silver: Planning and coordination
  - Bronze: Operations
- Develop YOUR PLAN
- Rehearse *your* Plan
- REVIEW and UPDATE periodically

## Three-Tier Command and Control Response Structure

The three-tier command and control structure will help to facilitate an interactive matrix approach when addressing the internal and external organisational environment perspectives during the pandemic influenza outbreak

<b>Command Structure</b>		<b>Responsibility</b>
Gold	-	Endorsement and final overall direction
Silver	-	Co-ordination and direction of operations
Bronze	-	Field operations

## BCP – Planning for the *Impact*

- a. Identify the key areas of YOUR business
- b. Set-up a planning team with defined roles and responsibilities to address work continuity these critical areas in the plan
- c. Identify core employees
- d. Train and prepare additional workforce
- e. Consider possible scenarios that are likely to increase / decrease the demand for your services
- f. Estimate the potential impact on *your* business financials

## Key Reflections on **HOW ?**

- HOW will you maintain *your* operations when 10% to 25% of the workforce fails to report for work?
- HOW can you adapt current *operations* to reflect this reduction in human resources?
- HOW will you cope / adapt when your supply-chain experiences the same forces [absenteeism, sick rates] ? Internal / external
- HOW can existing work-related policies be adapted to control the spread of the virus among the workforce?
- HOW will this impact your economic position in the Recovery phase?

## A [National] Synergistic Matrix Approach

- A MATRIX template has been developed to facilitate an interactive and integrative escalated action-planning approach through the identification and address of the key determinant factors for the preparedness, response and recovery phases for each of the eleven national critical areas.
- The MATRIX also establishes the unit / organisation responsible to synchronise the *activities* to achieve the *measures* established in the Business Continuity Plan.
- Each unit / organisation will be responsible for the drafting of the strategic and implementation plan for the *measures* of the particular critical area.

## The [National] Matrix

Mitigation- Code White						Planning and Preparedness - Code Yellow					
Prevention, Surveillance and early detection						Containment and Control					
Ministry:						Ministry:					
Measures	Activities to achieve measures	Names responsible person/ officers	Resources Required	Additional Indicative Costs	Other	Measures	Activities to achieve measures	Names responsible person/ officers	Resources Required	Additional Indicative Costs	Other
Response- Code Red						Re-evaluation and Recovery - Code Green					
Decrease morbidity and mortality, societal disruption and economic regression						Rapid recovery process					
Ministry:						Ministry:					
Measures	Activities to achieve measures	Names responsible person/ officers	Resources Required	Additional Indicative Costs	Other	Measures	Activities to achieve measures	Names responsible person/ officers	Resources Required	Additional Indicative Costs	Other



## Using the *MATRIX* for Effective Contingency Planning

- a. Identify the **measures** and **activities** to be undertaken during each pandemic phase in terms of the '**HOW**' scenarios
- b. Escalate the level of response according to the colour-coded phase.
- c. Maximise efficiency and effectiveness of the interoperability capability across all levels structure
- d. Optimise vertical and horizontal timely collaboration to mobilise resource allocation accordingly

## **MEASURES** - *Some Examples*

Establish Guidelines / Policies for:

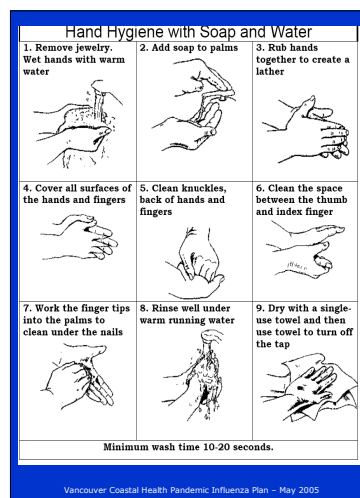
- A framework for pandemic interventions
- Employee compensation for work patterns unique to a pandemic
- Flexible workplace and flexible work hours - on / off site
- Prevention of influenza spread at the workplace
- Upgrade of the current IT systems / communications equipment to facilitate staff working off site
- Provision of sufficient and accessible hygiene/infection control supplies in all locations
- Identify links with NHS to get the latest information

## ACTIVITIES - *Some Examples*

- a. Procurement of sufficient and accessible hygiene/infection control supplies in all locations
- b. Establish / Activate communications and information technology infrastructures as needed to support employee telecommuting and remote client access
- c. Extend business/service hours to decrease peak hour demand
- d. Ensure availability of data for medical consultation and advice for emergency response
- c. Establish / Activate communication channels educate and prepare your workforce
- d. Establish / Activate links with external organisations and help the community

## Increase Awareness at the Workplace

- Influenza Notification at the Workplace
- Basic Hand Hygiene Information
- Basic Coughing and Sneezing Etiquette
- Hand Hygiene Awareness
- Basic Information on Sanitation and Workplace Cleaning
- Policy for Personal Protective Clothing during a Pandemic



## Plans and Guidelines Compiled and Published by the *Pandemic Preparedness Committee*

- ☞ Malta Pandemic Influenza Response Plan
- ☞ The Health Division of Malta Influenza Pandemic Contingency Plan
- ☞ **Guidelines for Business Continuity**
- ☞ Guidelines for the Wellbeing of You and Your Family
- ☞ Guidelines for the Wellbeing of You and Your Family [leaflet format]
- ☞ Influenza Pandemic: A Socio-Economic Impact Assessment for Malta
- ☞ A Media Guidebook
- ☞ Educational Campaign Posters on Pandemic Influenza

## In A NUT SHELL

The Importance of:

- Business Continuity Plan
- Start Planning NOW
  - Reflect on the Core Competencies and the sustainability of your value chain
- Develop a Strategy
  - command & control
  - who is to do what, when, where and how
- Introduce the Matrix to help you move through the pandemic phases
- Educate and increase awareness of your workforce



<http://www.pandemic.gov.mt>

<http://www.health.gov.mt>

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Thank You