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Create and protect value

Be a risk intelligent organization

Pandemic preparedness: Prepare, protect, respond and recover

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Thursday October 29st, 2009

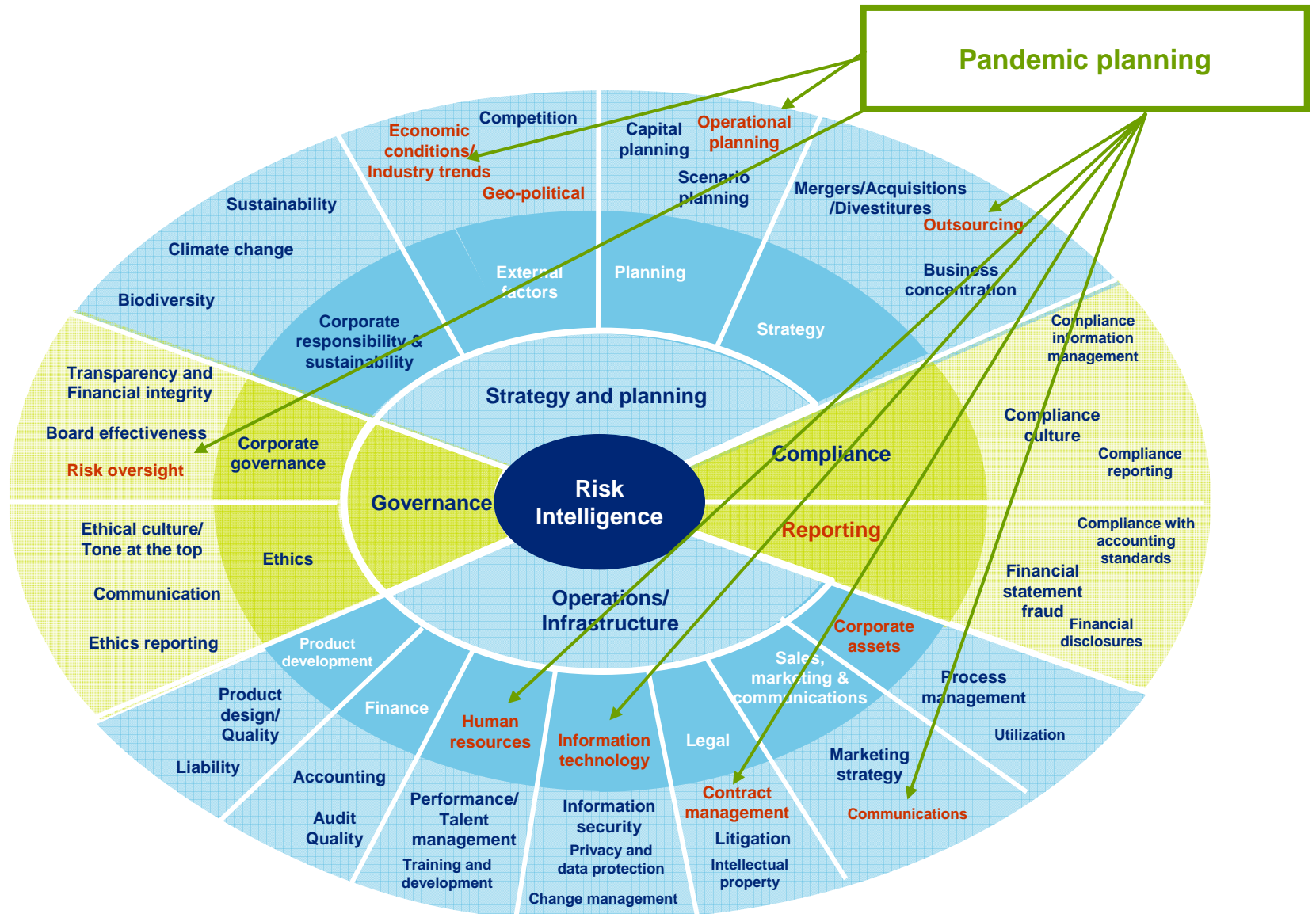


Discussion

- Why are we here today?
- What is this all about?
- Why now?
- What should you be aware of?
- How can you respond?



Risk intelligence – Risk map



Why are we here today?



Why are we here today?

- If you have a plan:
 - Review your pandemic response plans to:
 - Identify existing and projected critical skills shortages
 - Initiate necessary cross-training, testing or certification of personnel
 - Ensure that cross-trained personnel have the appropriate system/applications access rights
 - Determine which business operations are sustainable, and at what level, and the likely downtime for normal business operations during periods with absenteeism rates of 40% or higher
 - Immediately initiate rigorous, ongoing and well-documented testing to isolate and remediate identified problem areas.
 - Implement a communications program that ensures that all personnel are aware of the enterprise's pandemic response plans, as well as measures they can take to limit the spread of disease — including practices as simple yet effective as regular hand washing

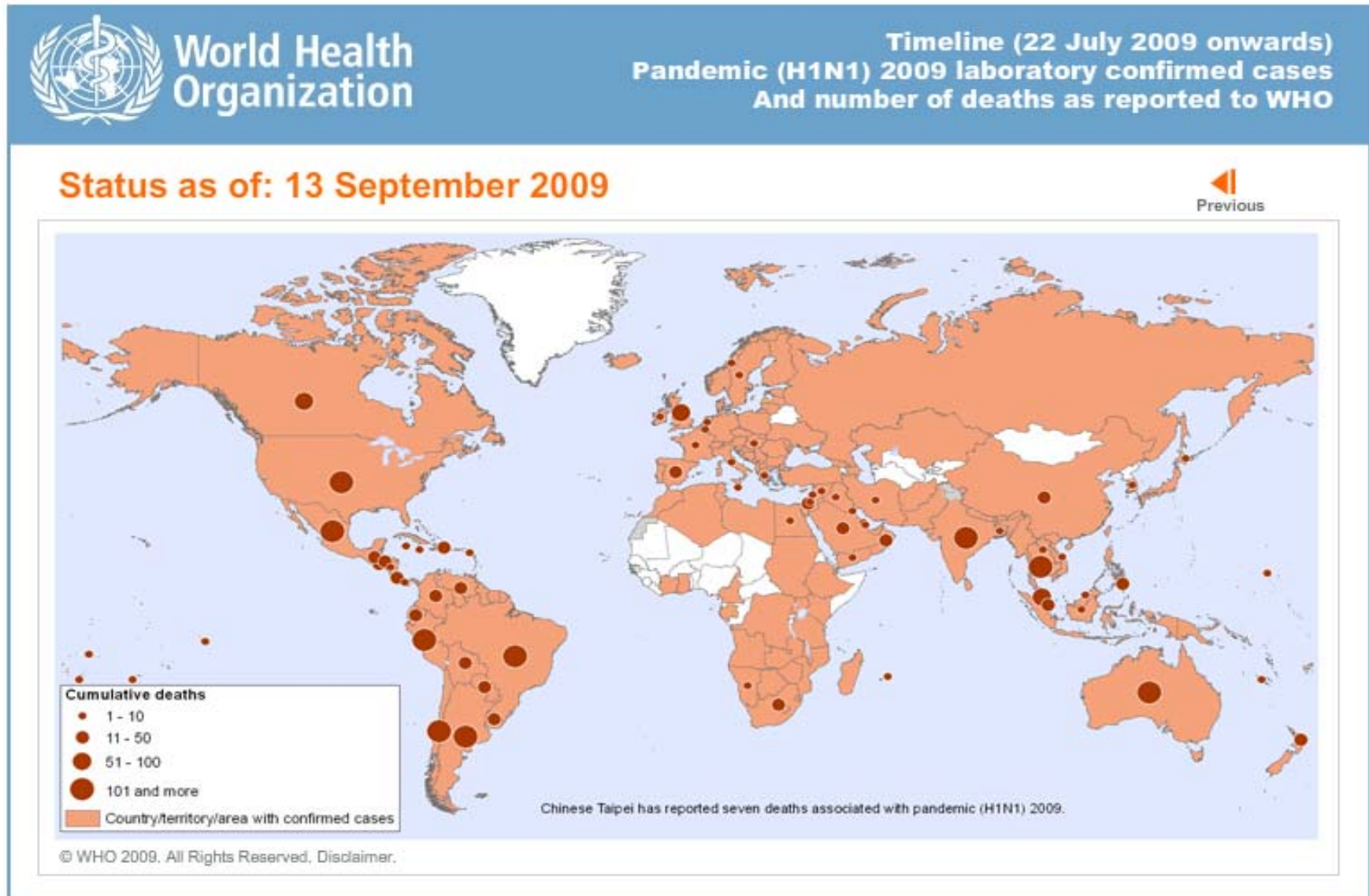
Why are we here today? (cont'd)

- If you do not have a plan:
 - Gain understanding of what to include in a plan
 - Develop a structure around your plan
 - Create a list of To-Do's
 - Evolve your thinking for a communications plan
 - Understand the interdependency of your business with that of your customers and suppliers
 - Get started now!

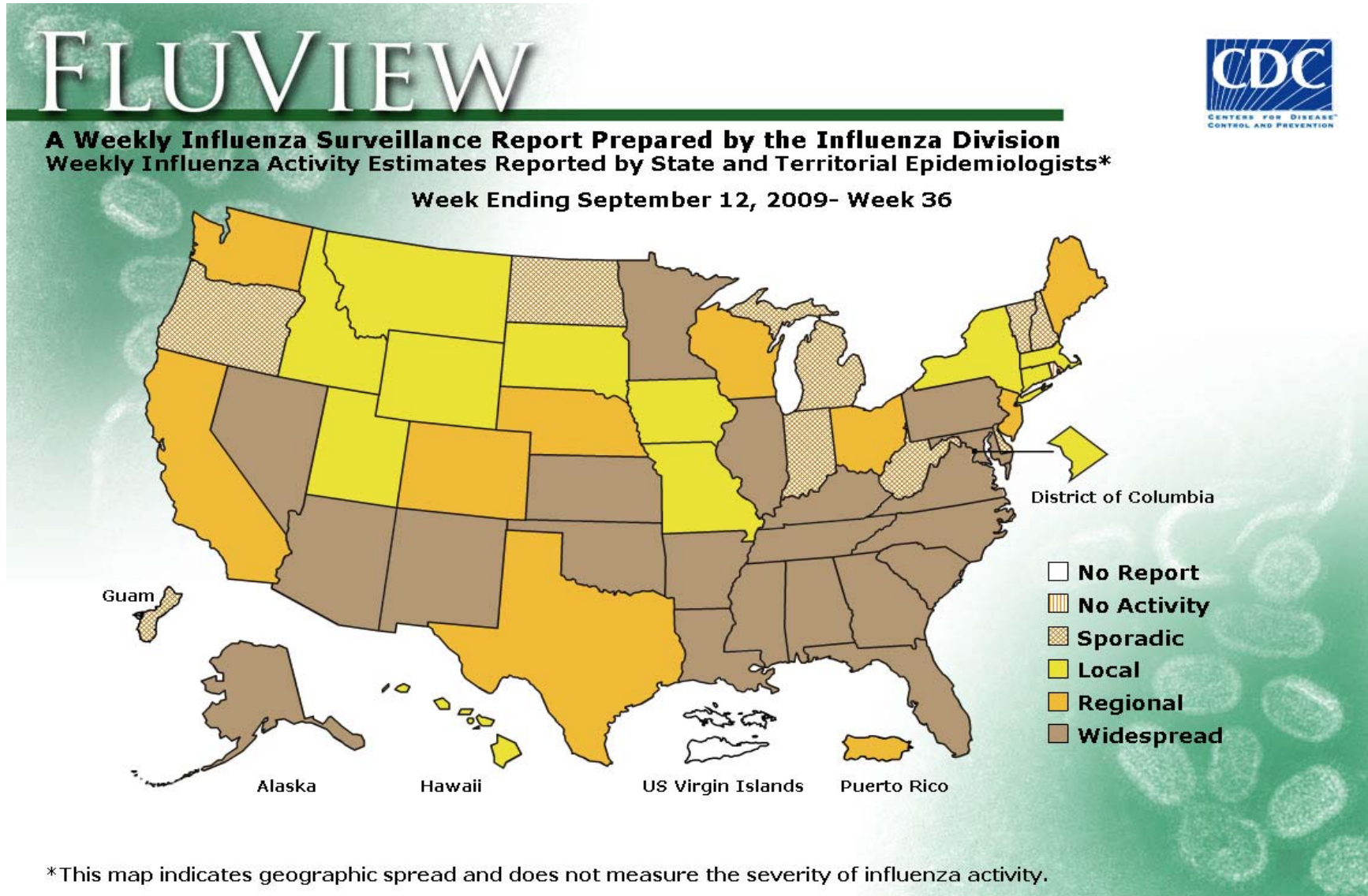
Why now?



Pandemic current state – Global



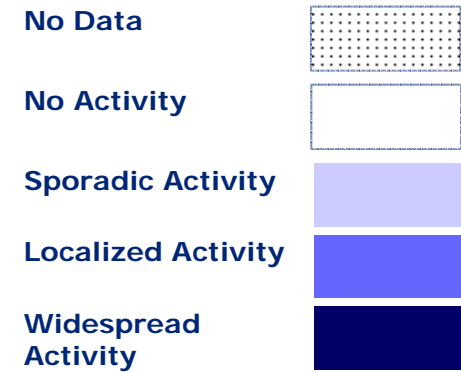
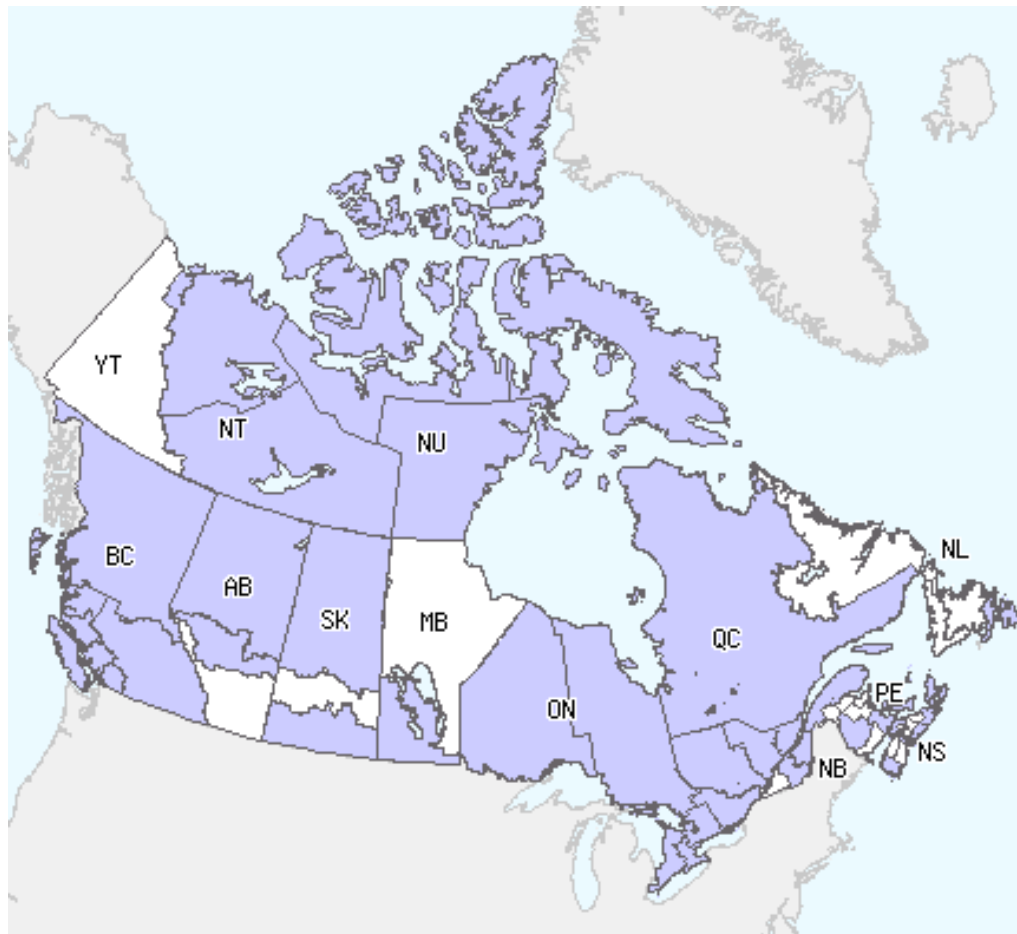
Pandemic current state – U.S.



Fluwatch (Canada)

<http://www.phac-aspc.gc.ca/fluwatch/index-eng.php>

Week 36 – September 12, 2009



WHO is at Phase 6 – How do I use that information?



Most organizations intended to drive the implementation of their strategies off of a gradual progression to subsequent phases – that is impossible.

We must implement **NOW** as we were lucky with the current strain to date!

“community-level outbreaks.”

Phase 5

Human-to-human spread of the virus into at least two countries in one WHO region. While most countries will not be affected at this stage, the declaration of Phase 5 is a strong signal that a pandemic is imminent and that the time to finalize the organization, communication, and implementation of the planned mitigation measures is short.

Phase 6

The pandemic phase is characterized by community level outbreaks in at least one other country in a different WHO region in addition to the criteria defined in Phase 5. Designation of this phase will indicate that a global pandemic is under way.

One example: Potential impact on transit and transportation

- Absence of drivers/pilots, maintenance crews, leadership
- Mechanics unavailable to affect repairs
- More planes/trucks than pilots/drivers
- Fuel deliveries reduced in frequency or erratic
- Contractors normally relied upon also impacted



What should you
be aware of?



Goals of a Pandemic Influenza Response Plan

- Limit illness and death
- Maintain a viable and productive work force
- Preserve continuity of government and business
- Minimize social disruption
- Minimize economic loss

Who will help? – You and every one of your employees

- Influenza prevention
 - Get a flu shot yearly
 - Stay informed and keep your employees informed
 - Stay home when sick until non-contagious
 - Cover your cough with your arm
 - Wash hands regularly and use alcohol-based hand gel
 - Avoid touching eyes, nose, mouth
 - Obtain advice on use of anti-virals
 - Consider being inoculated with the latest vaccine, specifically if you are in a high-risk category



How can you respond?



Key challenges and responsibilities

- All levels of government, businesses, and individuals will be impacted and will be responsible for pandemic preparedness and response

Actor	Challenge	Responsibility and expectations
Federal government	<ul style="list-style-type: none"> • Coordinating varying levels of government and international partners for response activities 	<ul style="list-style-type: none"> • Develop national pandemic strategy and conduct preparedness, surveillance, and response/containment activities • Facilitate state and local planning through funding and guidance
State/Local governments	<ul style="list-style-type: none"> • Increased demand on public services • Demand for risk communication to public 	<ul style="list-style-type: none"> • Integrate non-health entities in planning (law enforcement, utilities, city services) • Develop medical surge capacity plans
Critical infrastructure entities	<ul style="list-style-type: none"> • Loss of workforce as employees stay home out of fear or to take care of families 	<ul style="list-style-type: none"> • Establish plan to maintain essential services and operations • Establish contingency systems to maintain delivery of goods/services during worker absenteeism
Medical community	<ul style="list-style-type: none"> • A surge in demand for medical services. Health care workers will be exposed to the disease and may become sick. Care for nonacute health problems will decrease. 	<ul style="list-style-type: none"> • Provide intervention • Conduct surveillance activities
Individual and their families	<ul style="list-style-type: none"> • Fear of infection and lack of information regarding services and treatment 	<ul style="list-style-type: none"> • Learn how to prevent and reduce spread of infection • Be prepared at home with supplies to support household
International partners	<ul style="list-style-type: none"> • Integrating multiple and widespread efforts to mitigate the outbreak. Providing timely data and information across the world. 	<ul style="list-style-type: none"> • Report and share data/information across partners • Coordinate and support expanded operations across multilateral organizations
Employers	<ul style="list-style-type: none"> • Reduced workforce • Limited ability to provide goods and services • Interoperability between various industries 	<ul style="list-style-type: none"> • Establish flexible workplace policies and procedures • Establish alternative methods to maintain operations

What needs to be done – Pandemic specific

Area	Challenges/considerations
Crisis management	<ul style="list-style-type: none"> • Establishing the emergency operations center • Activating crisis management, emergency response, pandemic response, business continuity and disaster recovery plans <ul style="list-style-type: none"> • Provisioning and distributing supplies (e.g., face masks, hand sanitizers) • Maintaining command and control <ul style="list-style-type: none"> • Coordinating planning and response activities around the globe 24x7 • Liaising with public agencies, civic authorities, and aid organizations <ul style="list-style-type: none"> • Monitor new developments and report on status
Communications	<ul style="list-style-type: none"> • Informing various stakeholders (employees, customers, partners, shareholders, etc.) of the organization's response efforts <ul style="list-style-type: none"> • Adapting communications for global audience • Raising awareness of the potential impact to various stakeholders • Providing information on preventative, reporting, and response steps that should be taken • Managing various communication channels: executive briefings, help lines, customer relations, media relations, public/private partnerships, etc.
Operational continuity	<ul style="list-style-type: none"> • Identifying mission-critical operations, products and services <ul style="list-style-type: none"> • Identifying evolving pandemic risks • Developing continuity plans for various pandemic scenarios • Acquiring or stockpiling necessary supplies for operational continuity <ul style="list-style-type: none"> • Distributing continuity plans for pandemics and training employees • Exercising and testing continuity plans for pandemics, preferably in coordination with civic authorities <ul style="list-style-type: none"> • Enabling working virtually, shift working • Adjusting processes involving face-to-face contact

Know your workforce

- Geography
 - Distance to travel to work
 - Virulence in their communities
 - Use of public transit
- Demographics
 - Susceptibility to flu
 - Number and age of dependants
 - Elderly people in the household
 - Extended families in the household
 - Medical care availability for the household
- Socio-economics
 - Type of housing (apartments vs. single unit)
 - Financial capability to withstand time off without pay
 - 2 working parent families (daycares/outside support workers)

Know your workforce (cont'd)

- Working conditions
 - Number of locations
 - Proximity to others at work
 - Redundancy of personnel
 - Safety equipment in use
 - Connections with others outside the workplace
 - Use of computers to accomplish tasks
- Management team
 - Diversity of management team skills
 - Location of management team
 - Decision making process (centralized vs. de-centralized)
 - HR support structure

A framework for pandemic preparedness

- A pandemic impacts an organization's ability to mobilize its work force to provide products and serve its customers. All three of these aspects of planning and preparedness, product continuity, human capital continuity, and customer continuity, must be addressed



BETH3 – What needs to be done

Area	Challenges/considerations
Building (Facilities)	<ul style="list-style-type: none"> • Identify critical facilities and implementing preparedness activities • Evaluating local risk levels, taking input from local civic authorities <ul style="list-style-type: none"> • Determining partial or complete facilities shutdowns <ul style="list-style-type: none"> • Waste disposal processes
Equipment	<ul style="list-style-type: none"> • Stabilizing the critical equipment environment and freeze changes (where applicable)
Technology	<ul style="list-style-type: none"> • Stabilizing the technology environment and freeze changes • Increasing remote working infrastructure (e.g., laptops, network bandwidth, remote access gateways, security tokens, voice and video conferencing) <ul style="list-style-type: none"> • Enabling and testing remote access to critical applications <ul style="list-style-type: none"> • Identifying critical technical support personnel
Human Resources	<ul style="list-style-type: none"> • Identifying critical roles and naming appropriate backups (possibly including contingent workers) <ul style="list-style-type: none"> • Distributing critical roles across geographies <ul style="list-style-type: none"> • Creating leadership succession plans and delegating decision making authority • Adjusting HR policies (e.g., travel, employees who fall ill, time-off, medical leaves, remote working, return to work, insurance) <ul style="list-style-type: none"> • Adding HR benefits (e.g., flu shots, antiviral medicines, medical support, employee assistance) • Consideration of international legal and cultural requirements <ul style="list-style-type: none"> • Identifying and supporting at-risk employees (e.g., primary caregivers to others, special needs) • Arranging for transportation for those who depend on public transit
3 rd Parties	<ul style="list-style-type: none"> • Identifying key vendors, service providers, and suppliers <ul style="list-style-type: none"> • Confirming 3rd party preparedness and resilience <ul style="list-style-type: none"> • Identifying alternate sources as appropriate • Temporarily reducing SLAs and other requirements as appropriate <ul style="list-style-type: none"> • Establishing ongoing communications • Consideration of visitors, contractors, and consultants who work onsite at your organization

Ten key pandemic readiness components

- Our broad preparation strategy leverages ten key components which are critical to sustaining operations during a pandemic event

Key components	
Leadership/decision making	Implement a Pandemic Planning and Coordination Unit (PPCU) as part of the existing Business Continuity Planning (BCP) function
Education	Increase awareness and knowledge about influenza prevention and treatment through clear, consistent, medically appropriate information
Public/private partnerships	Develop and maintain valuable partnerships with trading partners and critical stakeholders such as unions and public health agencies
Communication	Communicate the response plan and approach to employees and families, customers, suppliers, and partners
Teleworking	Identify organizational and technical infrastructure requirements to minimize the potential disruption resulting from a pandemic
Risk and legal	Identify likely threats in order to decrease the risk of threat occurrence and contain damage Develop risk mitigation policies and procedures
HR policies and procedures	Identify core staff and functions and establish policies and procedures during the pandemic
Trading partners	Review demand, distribution, and production plans and link strategies with key trading partners to maintain critical business processes
Employee wellness	Review contracts with health plans and provider networks to determine coverage and provision of services such as vaccinations and access to medical facilities
Key business processes	Develop policies and processes to maintain operational effectiveness during a pandemic

What are the questions I should think about?

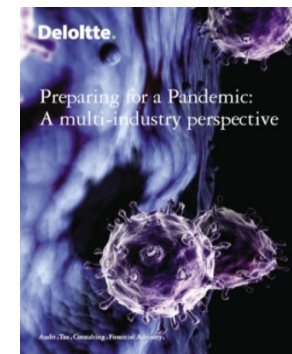
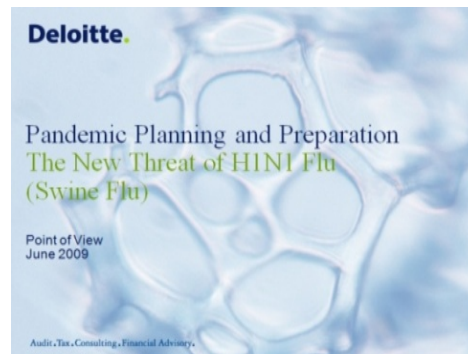
1. Does pandemic planning and broader business continuity planning feel **too complex and overwhelming** to tackle and the company is immobilized by indecision?
2. If a pandemic plan has been developed, has it been adequately tested and can it be activated **swiftly** enough?
3. Does the plan prepare for a sustained period of disruption beyond immediate response activities?
4. Does the plan consider varying regulatory frameworks, cultural practices, and risk levels **around the world**?
5. Has the level of preparedness at key **suppliers, vendors, and service providers** been verified?
6. What has been **communicated** to the board, major customers, and other key stakeholders about the level of preparedness?
7. Are pandemic planning efforts integrated with an **overall business continuity management program** within a **holistic enterprise risk management framework**?
8. Are there **ways I can leverage the investment in Pandemic Readiness strategies** such as enhanced remote access capabilities, including better information security, to provide cost savings in future, normal operating capacities?

What are the questions I should think about? (cont'd)

9. Do we have a well-considered **Pandemic Contingency Plan**?
10. Have plans been adequately **tested**?
11. Are we prepared for a **sustained** period of disruption? Weeks? Months?
12. Do our **Board, customers, and key stakeholders** understand our plan?
13. Can our plan communicate successfully in this **Age of Information**?
14. Will our plan **save lives** and help us **survive economically**?

Further information and Deloitte's perspective

1. World Health Organization – <http://www.who.int/csr/en/>
2. Public Health Agency of Canada – <http://www.phac-aspc.gc.ca/index-eng.php>
3. Toronto Public Health – <http://www.toronto.ca/health/cdc/h1n1/index.htm>
4. U.S. Center for Disease Control – <http://www.cdc.gov/flu/avian/>
5. U.S. Dept. of Health and Human Services – <http://www.pandemicflu.gov/>
6. Deloitte Services – http://www.deloitte.com/view/en_US/us/article/74ea_cf6d88912210VgnVCM100000ba42f00aRCRD.htm



For more information

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