

Appendix 4 OPERATIONS SECTION
Medical Branch
Pandemic Influenza Preparedness Working Plan

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Introduction

The initial response to the emergence of a novel influenza subtype that spreads between people should focus on containing the virus at its source, if feasible, and preventing a pandemic. Once spread beyond the initial focus occurs and with introduction of the virus into the Grinnell College, the foci of containment activities will be public health and individual measures that attempt to slow and limit viral transmission. For the purposes of this document, containment measures refer to measures that attempt to fully limit transmission as well as those that attempt to slow transmission.

A pandemic can start when three conditions have been met: a new influenza virus subtype emerges; it infects humans, causing serious illness; and it spreads easily and sustainably among humans.

Influenza pandemics are remarkable events that can rapidly infect virtually everyone. They are caused by a virus that spreads very rapidly by coughing or sneezing. The fact that infected people can shed a virus before symptoms appear adds to the risk of spreading via asymptomatic students, faculty, staff and visitors to campus.

Planning

Guided by epidemiologic data, state, and local authorities, Grinnell College authorities guided by the Campus Emergency plan will implement the most appropriate of these measures in efforts to maximize impact on disease transmission and minimize impact on individual freedom of movement.

College-based containment measures (e.g., closing school or restricting public gatherings) and emphasizing what individuals can do to reduce their risk of infection (e.g., hand hygiene and cough etiquette) will be used as effective disease control tools.

Containment strategies aimed at controlling and slowing the spread of the virus might include measures that affect individual students, faculty and staff along with outside public visitors to campus (e.g., isolation of patients and monitoring their contacts) as well as measures that affect office buildings, dormitory residences or the entire campus (e.g., cancellation of public gatherings; implementation of community-wide snow days).

The Grinnell College President may make and enforce regulations necessary to prevent the introduction, transmission, or spread of communicable diseases.

****Note:** States and localities have primary responsibility for public health matters within their borders, including isolation and quarantine, under the authority of Section 361 of the Public Health Service Act (42 USC 264).

- **Definition:** Avian flu type H5N1 is a virulent viral disease affecting poultry and other birds in Asia. It is also called "bird flu." It has caused a small number of cases of flu and even some deaths in people who have been in direct contact with infected birds. No cases of sustained human-to-human transmission have been established as of January 2006; however, scientists are concerned that the avian flu virus may mutate and become transmissible between humans. Avian flu virus has not been found in the U.S.
- **Symptoms:** The flu, or influenza, is a respiratory illness caused by airborne viruses that spread from person to person by droplets from coughing or sneezing. The period between becoming infected with the virus and becoming ill is usually 1 to 4 days. The contagious period is 3 to 5 days from the onset of symptoms. Symptoms of the flu, or influenza, are:
 - Fever (up to 104 degrees) and sweating/chills
 - Headache, muscle aches and/or stiffness
 - Shortness of breath
 - Vomiting and nausea (in children)

A cold and flu are alike in many ways. A stuffy nose, sore throat and sneezing are usually signs of a cold. "Stomach flu" is not really the flu, as there are no respiratory symptoms. Nausea, vomiting and diarrhea without the fever, cough, aching and respiratory symptoms is actually gastroenteritis, but some people call it "stomach flu." This form is caused by other microorganisms and has no relationship to true influenza.

The Planning Process

The Campus Emergency Response Team is responsible for coordination of the planning process. The basic team is made up of representatives of:

TBN:

- Campus Health Services
- Human Resources
- Office of Communication and Events Staff
- Facilities Management Staff
- Student Housing personnel
- Academic Staff
- Information Technology Services
- Security
- Food Services staff
- Student Representatives
- Finance

The Pandemic Coordinator, Director of Student Health, will report in accordance with the Grinnell College Emergency Preparedness Plan.

The Coordinator shall:

- Call periodic meetings of the Emergency Response Team to revise and update the Pandemic Plan.
- Plan to ensure that all members understand their roles and responsibilities.
- Distribute and update copies of the Pandemic Plan to all appropriate Grinnell College staff members.

Members of the TEAM have the following planning responsibilities:

- Attend all Pandemic Planning meetings.
- Designate alternative Team members.
- Assist in the development and revision of the Grinnell College Pandemic Plan.

The Primary goal of each Team member is to have the following planning responsibilities:

- Assist in developing specific, concise plans covering the responsibilities assigned to the function they serve.
- Notify the Pandemic Planning coordinator of current addresses and telephone numbers of him/herself and of the alternate members of the team for his/her area.

The Legal Preparedness Process

A. Federal Law

Under the authority of Section 361 of the Public Health Service Act (42 USC 264), the HHS Secretary may make and enforce regulations necessary to prevent the introduction, transmission, or spread of communicable diseases from foreign countries into the United States or from one state or possession into another. Under authority delegated by the HHS Secretary, the CDC Director may isolate and quarantine persons who have been exposed to or are infected with certain specified communicable diseases and are arriving in the United States from a foreign country or traveling from one state or possession into another (42 CFR 71.32(a) & 42 CFR 70.6). The communicable diseases for which individuals may be subject to federal quarantine are specified in an Executive Order of the President, upon recommendation of the HHS Secretary in consultation with the Surgeon General. The most recent Executive Order is Executive Order 13295 of April 4, 2003, as amended by Executive Order 13375 of April 5, 2005. The April 5 amendment

added influenza that is causing or has the potential to cause a pandemic to the list of federal quarantinable diseases (<http://www.cdc.gov/ncidod/dq/index.htm>). In addition, under section 311 of the PHS Act (42 USC 243), HHS may cooperate with and aid state and local authorities in the enforcement of their quarantine and other health regulations.

New International Health Regulations (IHR) were recently adopted by the World Health Assembly, which requires member states to report cases of human infection caused by a new subtype. When WHO has determined that a particular event constitutes a public health emergency, the IHR require WHO to make a “real-time” response to the emergency. Based on the details specific to the emergency, the Director General of WHO will recommend measures for implementation by the affected state as well as by other states. These time-limited recommendations are made available to states and, subsequently, made public. Depending on the evidence, recommended measures could be modified or ended.

Grinnell College will comply with all city, state and federal regulations concerning quarantines, reporting of persons exposed to or infected with certain specified communicable diseases to include Influenza, which is now included in Amendment of Executive Order 13375 of April 5, 2005.

Concept of Operations

For planning purposes, the Safety & Security Department has established three levels of response according to recommendations from the Centers for Disease Control and Prevention. Levels One and Two are representative of the Interpandemic periods and are in close relation to each other.

INTERPANDEMIC LEVEL ONE: Planning for Prevention measures applied to individuals (e.g., isolation and quarantine) may have limited impact in preventing the transmission of pandemic influenza, due to the short incubation period of the illness, the ability of persons with asymptomatic infection to transmit the virus, and the possibility that early symptoms among persons infected with a novel influenza strain may be non-specific, delaying recognition and implementation of containment. Actions that may be taken during the earliest stage of a pandemic when the first potential cases or disease clusters are detected are individual-level containment measures: patient recognition, isolation and identification, monitoring, and quarantine of contacts. Emphasizing what individuals can do to reduce their risk of infection by hand hygiene and cough etiquette are also effective disease control tools. This may be useful in slowing the spread of pandemic influenza and may be used without causing undue strain on limited public health and other healthcare resources.

- **Prevention Tips:** While avian flu is not a risk to you at this time, there are several things you can do to keep from getting seasonal flu:
 - Get a flu shot
 - When you get vaccinated, it reduces your chances of getting seasonal flu. Since the flu season can last through May, even January is not too late to get a flu shot; however, it takes 2 weeks after the shot to develop adequate immunity.

- Grinnell College Health Center offers flu shots to all campus employees at the first part of October every year. (Info is in Campus memo)
- You may also be able to obtain a flu shot with your private doctor or at Grinnell Regional Home Health Clinic.
- Wash Your Hands
- Avoid touching your eyes, nose or mouth;
- Cover your mouth with tissue when sneezing;
- Stay away from others if you are sick; don't go to class or work;
- Avoid close contact with people who are sick.

Hand washing is effective in preventing the flu, cold and other infectious diseases. According to the U.S Center for Disease Control and Prevention (CDC), rubbing your hands together with soap and water is one of the most important ways to prevent infection. Disease- causing germs can enter your body when your unwashed hands touch your nose, eyes, mouth, and open wounds.

If soap and water are not available, use an antibacterial hand cleaner. Choose alcohol hand rubs with 60 - 95% alcohol (usually listed as isopropyl, ethanol or propanol). Glycerol or other skin conditioning agents are helpful additives. Read the directions and use the hand rub appropriately. Never wipe the hand rub off; allow your hands to air dry. When used properly, these sanitizers reduce the transmission of disease-causing germs.

The Grinnell Regional Medical Home Health Department, Infectious Disease section should be notified of all suspected Avian Flu cases, and symptomatic exposure cases in order to facilitate follow-up and contact tracing of exposed students, staff, and faculty. The Grinnell Regional Medical Home Health Department and Grinnell College Health Center (GCHC) officials will communicate closely regarding suspected cases or symptomatic exposures.

The Grinnell College Health Center can provide Avian Flu-related health education to students, faculty, and staff; Health Center care providers will not provide medical management for staff or faculty beyond making a recommendation for referral, notification of ER staff, and the Home Health Department.

General Public Health Preparedness

Over the past three years, significant progress has been made toward increasing Grinnell College's overall emergency response capabilities through the revision of our Emergency Operations Plan. As part of that process, new systems have been established for responding to public health emergencies, such as incidents of bioterrorism or infectious disease outbreaks, on campus. The Planning Team through the Emergency Preparedness Program has taken the lead in this area of preparedness planning and response on campus and is also working aggressively with local and state public health partners to explore and prepare for our potential role as responders in a larger local, state, or national emergency.

Components of the Emergency Preparedness Program include:

- Director of Student Health Center is the designated Public Health Officer for Emergency Response
- Emergency Planning Team Response
- Annual Public Health Tabletop Exercise
- Training Modules for campus community
- Active Participation in Local, State, and Regional Public Health Preparedness Planning

Pandemic Influenza Preparedness Planning

Pandemic influenza preparedness objectives need to be developed in the following 11 areas based upon the exercise and a review of newly released federal guidelines:

1. International Travel
2. Targeted Vaccine Distribution
3. Essential Personnel, Operations, and Services
4. Surveillance and Case Investigation
5. Healthcare Needs
6. Student Housing Needs
7. Communications
8. Internal Coordination
9. External Coordination
10. Providing Service to the Broader Community
11. College Continuity Planning

The Emergency Response team will assign individuals or workgroups to meet these action items in the noted areas. Seventeen (17) immediate **action items** have been identified to further improve our preparedness in each of these areas, starting on page 11.

Pandemic Planning Preparedness Work Plan Objectives

1. International Travel:

Grinnell College will effectively develop and implement travel recommendations based on assessment of risks to travelers and/or CDC international travel guidelines.

2. Targeted Vaccine Distribution:

Grinnell College will be prepared to participate in state and county-level response activities related to vaccine distribution to pre-determined priority groups.

3. Essential Personnel, Operations, and Services:

Grinnell College will utilize the Campus Emergency Plan to establish a system to rapidly identify essential personnel, operations and services related to the College mission and objectives (human welfare, research, teaching, and outreach).

4. Surveillance and Case Investigation:

Grinnell College will participate in state and local case surveillance and investigation activities, and coordinate with our clinical partners, to ensure that human cases on campus are identified quickly to reduce further transmission to the extent possible, and to ensure that those efforts are conducted in a manner that is most effective for a campus community.

5. Healthcare Needs:

Grinnell College will utilize all available resources to meet the outpatient healthcare needs of students, staff, and faculty as appropriate during an influenza pandemic.

6. Student Housing Needs:

In addition to healthcare needs, Grinnell College will meet other needs of students living on campus as appropriate during an influenza pandemic.

7. Communications:

Grinnell College will ensure that all stakeholders have access to accurate and timely information regarding our efforts to respond to pandemic influenza.

8. Internal Coordination:

Grinnell College pandemic influenza response efforts will be well coordinated internally as guided by the Emergency Operations Plan. Large-scale policy decisions will be made and implemented during the evolving and extended timeframe of a pandemic based upon a set of consistent and clearly articulated criteria developed through the Emergency Operations Center.

9. External Coordination:

Grinnell College's pandemic influenza response efforts will be well coordinated externally with all relevant partners including state and local health departments, state and local emergency managers, Grinnell Regional Health System, and others.

10. Providing Service to the Broader Community:

To the extent possible, Grinnell College will assist in local, state, and federal pandemic influenza response efforts as appropriate and needed.

11. Business Continuity Plan:

Grinnell College will continue to provide the highest quality of education. The Campus Emergency Response Management Team will make recommendations to the Executive Group for the continuing operations of the Campus during an emergency influenza pandemic.

INTERPANDEMIC LEVEL ONE A:

Confirmed cases of human-to-human transmission of Avian Flu

Grinnell College Emergency Response team is brought together and provided the latest information on Avian Flu.

- Director of Health Service is responsible for educating the Management team.
- Emergency Response Team Incident Coordinator is responsible for coordinating the implementation of the following roles:
 - **Counseling and Health Center will be responsible for:**
 - Increased disease surveillance according to CDC directive
 - Counseling and Health Center Clinic
 - Office of International Education
 - Athletics
 - Identification of and care for cases per CDC directives
 - Order more Personal Protective Equipment (PPE)
 - Confirm network for obtaining antiviral meds, vaccine
 - Obtain appropriate standing orders
 - Set up different traffic flow in the Counseling and Health Center.
 - Obtain current information on Avian Flu and work with College Communications to put out informative and preventive information on Avian Flu to the College Community.
 - Work with appropriate College personnel to prepare for possible isolation and quarantine.
 - **Isolation** is used for the person suspected or diagnosed with the disease. The person could be in isolation in the hospital or at their own home. A place to isolate a

person here on campus would be needed if we had an on-campus resident who was unable to be immediately transported home.

- **Quarantine** is used for healthy persons who have been exposed to the suspected or diagnosed case. The persons are kept in a place where they have no contact with others for the duration of the incubation period. If no symptoms develop in that time frame they are taken out of quarantine. If a person develops symptoms they are moved to isolation.
 - Provide training for appropriate College Personnel (public safety, residence life, housing) on Avian Flu.
 - Director of Health will serve as a liaison between Grinnell Regional Medical Home Health and the Emergency Response Incident Commander.
 - The college shall contact Poweshiek County Mental Health to address this issue.
- **Public Safety:**
 - Have personnel receive updated information on Avian Flu
 - Have essential personnel be fit tested for N95 respirator
 - Obtain and learn how to use appropriate PPE
 - Prepare appropriate signage for isolation, quarantine.
 - Transportation plan - Campus Security will transport sick individuals with the proper protective gear and on the approval of a Certified Doctor from the Grinnell Regional Health Center recommendation.
- **Facilities Management:**
 - Work with Residence Life, Housing, and Health Center to identify needed ventilation systems and to provide negative pressure areas.
 - Have essential personnel be fit tested for N95
- **Housing Personnel:**
 - Work with Residence Life Staff and Health Center to identify needed ventilation systems and to provide negative pressure areas.
 - Have essential personnel be fit tested for N95
- **Risk Manager:**
 - Assess respiratory protection plan and resources.
 - Do fit testing for essential persons.
 - Prepare for additional hazardous material cleanup.
- **College Communications:**
 - Work with Emergency Management team, incident coordinator, Director of Health Services to draft internal and external bulletins and announcements for all target populations (students, faculty/staff, parents)
 - Assist with the production of signs for isolation and quarantine.
- **Dean of Students Office:**
 - Coordinate communication to students and parents.
 - Coordinate implementation of the isolation, quarantine.
 - Work with food service, residence life staff, housing, and Public Safety.
 - Deal with enforcement issues
 - Parent issues

- **President's Office:**
 - Based on recommendations from U.S. State Department, CDC, Grinnell Regional Home Health, be prepared to modify athletic events, exchange programs, and College-related travel to and from other countries, class schedules.
- **Housing/Residence Life:**
 - Enact planning for isolation and quarantine of students:
 - Health Center trains essential personnel on risks and response.
 - Fit test essential personnel.
 - Order appropriate PPE.
 - Identify potential rooms and/or buildings to be used for quarantined students. Update by semester based on current occupancy.
 - Notify current occupants in spaces that will be needed of the potential or need for them to move.
- **Food Service:**
 - Dining Services will be notified to make arrangements for food for the possibility for campus need.
 - Stockpile additional food and water.
 - Ensure food delivery process is planned and delivery supplies are on hand.
 - Essential personnel receive fit test and training on respiratory protection

INTERPANDEMIC LEVEL TWO: Pandemic Alert Period with a less efficiently transmitted virus, these measures may have great effectiveness, slowing disease spread and allowing time for targeted use of medical interventions. In addition, implementing these measures early in a pandemic when disease is first introduced into the College and when the scope of the outbreak is focal and limited may slow geographical spread and increase time for vaccine production and implementation of other pandemic response activities. Later, when disease transmission is occurring in communities around the College, an individual quarantine is much less likely to have an impact and likely would not be feasible to implement.

Pandemic Influenza Preparedness Work Plan Objectives with Action Items:

Objective 1: International Travel

Grinnell College will effectively develop and implement travel recommendations based on assessment of risks to travelers and/or CDC international travel guidelines.

- Possible Scenario and Anticipated Events:
 - Person-to-person spread of avian H5N1 influenza is reported in Asia. Within weeks, localized outbreaks involving person-to-person spread are reported.
 - The World Health Organization (WHO) will issue a Phase 5 Pandemic Alert which generally signals that an influenza pandemic is imminent.
 - The Centers for Disease Prevention and Control (CDC) will issue travel recommendations that will likely include the following:
 - Inbound Travelers:

- Inform incoming travelers from high risk areas about pandemic influenza, request that those travelers monitor their health for 10 days for fever and/or respiratory symptoms, and request those with symptoms to report that information to health authorities.
- Public health evaluation of all travelers who report influenza-like symptoms during travel or during the 10-day monitoring period.
- If the level of transmission in another country is high, the CDC will likely establish additional, more rigorous airport-based screening measures.

Outbound Travelers:

- Travel advisories will be issued based on the available information, which will include information on reducing risk of exposure.
- Travel restrictions may be imposed as needed.
- It is possible that the Iowa Department of Health will issue an awareness alert/warning message to public health departments and other partners throughout the state.
- Grinnell College Health Center at 269-3230 should receive the awareness alert/warning message though Grinnell Regional Home Health during normal business hours and at the Grinnell College Campus Security Department at 269-4600 during non-business hours.
- Campus Security Department will notify the Director of Security, who will then initiate the Campus Emergency Plan Activation.
- Grinnell College Health Center will notify the Director of Security, who will then initiate the Campus Emergency Plan Activation.
- An Emergency Response Team Meeting will likely be called and additional notifications will be made to the following:
 - Office of International Programs
 - Dean of Student Affairs
 - Others as in accordance with Campus Emergency Plan/Pandemic Appendix 4.

A situation may also arise in which Grinnell College officials have concerns about international travel in the absence of clear federal guidelines. Grinnell College international travel policies can be developed or modified as needed by the Office of International Programs but only with the approval of the Campus Emergency Response Team.

It is anticipated that the College will have an obligation and a responsibility implement our own or the CDC's travel recommendations (notification, education, health monitoring) as they apply to the following groups of individuals:

- Incoming students coming from H5N1-affected areas
- Faculty, staff, and students studying and working abroad at the time of the WHO declaration
- Faculty, staff, and students scheduled to travel to affected areas.

Responsible Departments:

- Office of International Programs (policy development and notification)
- Grinnell College Health Center (health screening and healthcare)

Issues to be Addressed:

- Notifying Incoming Students:

Incoming students are well documented by the Office of International Programs, International Student and Scholar Services. Their exact date and location of entry into the country, however, is not documented, and students may arrive up to 30 days prior to the start of classes.

Although email is the preferred method of Communication, it is unclear how many students could be reached quickly and reliably through email.

.. Action Item (1): An assessment will be completed regarding ability to reach incoming students with important health information in a timely and reliable fashion.

- Notifying Traveling or Departing Students, Staff, and Faculty: The notifying will be done by Student Affairs, Human Resources and Academic Affairs Departments.

- Health Screening of Incoming Students:

...Action Item (2) International students could be covered by College health insurance and all receive healthcare from Grinnell College Health Center.

Ideas or Questions:

Communication between Grinnell College Health Center and incoming international students is almost exclusively email-based

If health screening is already required: if so, does it include mandatory PPD and immunizations as needed.

This system could be utilized to provide education and health monitoring information to incoming students and their family members.

Objective 2: Targeted Vaccine Distribution

Grinnell College will be prepared to participate in state and county level response activities related to vaccine distribution to pre-determined priority groups.

Possible Scenario and Anticipated Events:

- Vaccine against the novel H5N1 strain will not become available until approximately 4 months after the pandemic arrives in the United States.
- When the vaccine becomes available, it will be distributed by CDC to state health departments in limited batches, with new batches arriving every 2 weeks.
- In Iowa, the limited vaccine supplies will be distributed through the local public health system and will be provided to individuals in pre-determined priority groups in accordance with the CDC guidelines (based upon health history for patients and position type for employees).
- It is anticipated that Grinnell Regional Health Center will request an accounting of the number of student served by the College and college employees. The College will be treated as its own entity.
- Although unknown at this time, it is anticipated that the College will be provided with vaccine based upon the number of priority individuals identified, and may be asked to distribute that vaccine as appropriate. (See recommendations below regarding mass dispensing sites.)

Grinnell College should calculate priority group counts based upon the list of categories provided by Iowa Department of Health or CDC. These calculations should be reviewed and updated on a continual basis.

Responsible Department:

- Campus Emergency Response Team

Issues to be Addressed:

- Recommendations for prioritization of pandemic influenza vaccine have been developed by the Advisory Committee on Immunization Practices (ACIP) and the National Vaccine Advisory Committee (NVAC). Based upon these guidelines, state and local health departments have been tasked with
 - (1) Developing state-specific modifications or refinements in priority groups depending on local circumstances,
 - (2) Defining specific definitions for priority groups, identifying occupational categories and sub-categories, as needed, within each broad priority,
 - (3) Estimating the size of relevant priority groups,
 - (4) Developing a plan for how persons in priority groups will be identified at vaccination clinics and how vaccine will most efficiently be provided to these groups
 - (5) Educating professional organizations and other stakeholders about the need for priority groups and the rationale for the groups recommended.

.. **Action Item (3):** Monitor the status of pandemic planning efforts at the local, state, and federal level; alert responsible Departments when the official local list of priority group definitions becomes available.

Objective 3: Essential Personnel, Operations, and Services

Grinnell College will establish a system to rapidly identify essential personnel, operations, and services relative to the College's mission and objectives (human welfare, research, teaching, and outreach).

Possible Scenario and Anticipated Events:

- It is likely that the College will be faced with concerns about business continuity during the course of an influenza pandemic. Those concerns may be raised in a series of different scenarios including the following:
 - Due to public concern about influenza, students, staff, and faculty stop coming to work and school. Students return home voluntarily and possibly without notice. (See recommendations below regarding meeting student needs.) This scenario may play out even in the absence of a single case of disease in Iowa.
 - Following recommendations from the CDC or CDH, College officials decide to cancel all or some classes.
 - Following recommendation from the CDC or CDH, College officials decide to close all or some College operations.

The College should develop an essential business continuity operations plan as part of pandemic planning. This plan will be developed by the Campus Emergency Response Team when a Pandemic Incident occurs.

This plan should include a department-by-department assessment of which operations and services can be closed or canceled for both short and long durations, and which operations and services must be maintained (if any) to:

- Protect or serve the human populations on campus
- Assure the security of the campus
- Address our core missions of teaching, research, and outreach

This assessment should include a determination of the numbers and types of personnel necessary to maintain those operations and services. Some related questions include:

- If an employee is deemed non-essential, but continues to come to work, are there consequences? If an employee is deemed essential, and does not come to work, are there consequences?
- During a healthcare emergency situation, will the suspension vs. maintenance of healthcare education be handled differently than other types of education?
- What is our capacity to support telecommuting for employees?
- What is our capacity to support web-based education for students?

Responsible Departments:

- This is an important, yet labor intensive task, which will require extensive discussion and analyses across all departments on campus.

.. **Action Item (4):** Convene a workgroup to develop parameters and process for this campus-wide assessment and decision-making regarding basic infrastructure related to human welfare and campus security.

Objective 4: Surveillance and Case Investigation

Grinnell College will participate in state and local case surveillance and investigation activities to ensure that human cases on campus are identified quickly to reduce further transmission to the extent possible, and to ensure that those efforts are conducted in a manner that is most effective for a campus community.

Possible Scenario and Anticipated Events:

There is a suspected case on campus or suspected/confirmed cases in Poweshiek County, IA.

Grinnell College Emergency Response team is brought together and provided latest information on Avian Flu.

- Director of Health Service is responsible for educating the Response team.
- Emergency Response team Incident Coordinator is responsible for coordinating the implementation of the following roles:
 - **The Counseling and Health Center:**
 - Notify Grinnell Regional Home Health Dept.
 - Director of Health Center will serve as liaison between Poweshiek Co and the Incident Commander.
 - Notify Grinnell College Emergency Response team
 - Notify Housing & Dining of number of persons who may be required to be isolated or quarantined.
 - Monitor persons in quarantine.
 - Ongoing communications with campus community regarding signs/symptoms, protocol for referral of suspected cases.
 - Initiate poster, e-mail campaign on self-protection.
 - Preparation for prophylactic treatment of contacts.
 - Implementation of mental health plan - Poweshiek County Mental Health.
 - Assist Residence Life Staff and Housing in how to deal with needs of persons in quarantine.
 - **Public Safety:**
 - Have personnel receive updated information on Avian Flu
 - Review use of PPE and respiratory protection.
 - Place signage for isolation, quarantine.
 - Enforce isolation, quarantine.

- Implement policy on transporting individuals - Campus Security will transport sick individuals with the proper protective gear and on the approval of a Certified Doctor from the Grinnell Regional Health Center.
- **Facilities Management:**
- Work with Residence Life, Housing, and Health Center to identify needed ventilation systems and to provide negative pressure areas.
- Have essential personnel be fit tested for N95.
- **Risk Management:**
- Assess respiratory protection plan and resources.
- Do fit testing for essential persons.
- Prepare for additional hazardous material cleanup.
- Inform essential housekeeping personnel of their risk when cleaning Counseling and Health Center.
- **ITS Communications:**
- Work with Emergency Response team, incident coordinator, Director of Health Services to draft internal and external bulletins and announcements for all target populations (students, faculty/staff, parents)
- Handle media coverage
- Assist with information to families
- **Dean of Students' Office:**
- Coordinate communication to students and parents.
- Possible implementation of call center.
- Coordinate implementation of the isolation, quarantine.
 - Work with food service, residence life staff, Public Safety.
 - Deal with enforcement issues
 - Parent issues
- Handle parent calls, those wanting to come to campus
- **President's Office:**
- Based on recommendations from U.S. State Department, CDC, Grinnell Regional Home Health be prepared to modify:
 - Athletic and other College events
 - Exchange programs and College related travel to and from other countries.
 - Class schedules.
- **Housing/Residence Life:**
- Implement plan for isolation and quarantine.
 - Prepare staff for how to deal with needs of persons in quarantine.
- Bring together essential staff for information update on Avian Flu. (Include maintenance and housekeeping persons)
- Review use of PPE and N95.
- Work with telephone control center.
- Report any possible cases to the Health Center
- Work with food service on the delivery of food.
- **Food Service:**
- Dining Services will be notified to make arrangements for food for the possibility for campus need.

- Stockpile additional food and water.
- Ensure food delivery process is planned and delivery supplies are on hand.
- Essential personnel receive fit test and training on respiratory protection.

.. **Action Item (5):** An assessment will be completed regarding avian influenza preparedness and protocols.

Objective 5: Healthcare Needs

Grinnell College will utilize all available resources to meet the outpatient healthcare needs of students, staff, and faculty as appropriate during an influenza pandemic.

Possible Scenario and Anticipated Events:

- Public fears related to pandemic influenza may result in students returning home to their families independent of any determination by the College to cancel classes or close residence halls. In addition, staff may decide not to report to work.
- In addition, as stated in their planning scenarios, the CDH may recommend the closing of schools and/or the cancellation of group gatherings.
- It is anticipated that not all students may be able to return home rapidly, particularly ill, out-of-state, or international students.
- Whether they are living on campus or not, students, and some faculty and staff rely on Health Center for provision of outpatient healthcare.

Planning for outpatient health care needs will focus on the following key areas:

- Ensuring that the College has plans and strategies to effectively triage and refer ill or worried students, staff, and faculty as appropriate.
- Ensuring that the College has the ability to rapidly stage and implement mass dispensing, mass triage, or mass care sites on campus including:
 - o Development of specific operational plans for those sites.
 - o Identification and preparations of needed staff for those sites.
 - o Identification and stockpiling of needed supplies.
- Ensuring that the College has the ability to meet the outpatient monitoring and healthcare needs of persons possibly housed on campus under isolation and/or quarantine conditions.

.. **Action Item (6):** With the assistance of Grinnell Regional Home Health, written patient triage and referral plans will be developed for the following:

- .. Phone-based triage
- .. Clinic-based triage at Health Center
- .. Mass triage at _____
- .. Web-based triage
- .. Patient referral guidelines

.. **Action Item (7):** Continue the development of a Pandemic Planning mass dispensing site operational plan. Once completed, this plan will be modified, as needed, for mass triage, or mass outpatient care. This will be coordinated with Poweshiek County Public Health.

.. **Action Item (8):** Identify, purchase and store a 12-month supply of those materials necessary for the successful implementation of this objective including:

- .. Mass Dispensing Site "Go Kit"
- .. Personal protective equipment (surgical masks, N-95 masks, and gloves)
- .. Equipment to support emergency fit-testing capability
- .. Infection control supplies (liquid hand sanitizer)

.. **Action Item (9):** Based upon Department of Health and Human Services (DHHS) guidelines, and in consultation with state and local public health officials, develop a written plan for meeting the monitoring and outpatient healthcare needs of persons possibly housed on campus under isolation and/or quarantine conditions.

Objective 6: Student Housing Needs

Grinnell College will meet the needs of all students living on campus as appropriate during an influenza pandemic.

Possible Scenario and Anticipated Events:

- Public fears related to pandemic influenza may result in students returning home to their families independent of any determination by the College to cancel classes or close residence halls. In addition, staff may decide not to report to work.
- In addition, as stated in their planning scenarios, the CDH may recommend the closing of schools and/or the cancellation of group gatherings.
- It is anticipated that not all students may be able to return home rapidly, particularly ill, out-of-state, or international students. Based upon current available housing data, Housing & Residential Life administrators estimate that _____ students, scattered across all residence halls, may need to continue living on campus for some period of time even if classes were cancelled or the residence halls were "closed". These include international students, and out-of-state students with a drive time home of more than 8 hours.

- Although multiple possible scenarios exist related to housing issues on campus, the College will be well positioned to rapidly respond to most anticipated situations if specific plans are in place for the following:

- o Monitoring daily census in each residence hall.
- o Monitoring overall student health in each residence hall.
- o Monitoring staff absenteeism in the food services and other essential housing support positions.
- o Decision making thresholds for closing/consolidating residence halls (due to staff absenteeism and/or efficiency rather than disease transmission issues).
- o Implementation plans for closing/consolidating residence halls based upon the recommendation of the Campus Emergency Response Team and/or state, local public health officials.
- o Identifying housing options for isolation and quarantine that meet DHHS guidelines.
- o Risk communication messages for parents and others.

.. **Action Item (10):** A written plan will be developed by the Emergency Response Team to address the seven issues outlined above for residence halls. Based upon that plan, an assessment will be completed regarding other on campus and near campus housing facilities. The Dean of Residential Life will assist in developing this plan.

Objective 7: Communications

Grinnell College will ensure that stakeholders have access to accurate and timely information regarding our efforts to respond to pandemic influenza.

Possible Scenario and Anticipated Events:

- It is anticipated that the state will activate a Joint Information Center (JIC) in conjunction with activation of the state EOC.

- In the College's Emergency Operations Plan, a Communications plan has been developed; it is assumed that this plan will be implemented during a pandemic influenza crisis.

.. **Action Item (11):** Clarification and consensus is needed on the plan for providing web-based information to stakeholders during a public health crisis such as pandemic influenza.

Objective 8: Internal Coordination

The College's pandemic influenza response efforts will be well coordinated internally as guided by the Emergency Operations Plan. Large scale policy decisions will be made and implemented during the evolving and extended duration of a pandemic based upon consistent and clearly articulated criteria developed through the Emergency Operations Center (EOC).

Possible Scenario and Anticipated Events:

- It is anticipated that the Emergency Operations Center will be activated at the first indication that a coordinated campus response is warranted.
- An incident command system will be established to ensure that appropriate decisions are made centrally, and through an agreed-upon chain of command.
- The College has not had an opportunity to utilize this system for such a large, complicated, and long-lasting event; it is unclear whether most employees are familiar with this system.

Example campus-wide policy questions for consideration:

- Will faculty be allowed to cancel classes based upon personal opinion?
- Will those decisions be made at the Deans' level?
- How will those decisions be communicated?
- What process will be used to ensure consistency and avoid confusion?

.. **Action Item (12):** Grinnell College Emergency Operations Plan will be reviewed with a specific eye toward its application during a long term public health emergency such as pandemic influenza.

.. **Action Item (13):** Increase campus-wide awareness of Grinnell College Emergency Operations Plan and the policies and expectations that follow activation of the Emergency Operations Center.

Objective 9: External Coordination

The College's pandemic influenza response efforts will be well coordinated externally with all relevant partners including state and local health departments, state and local emergency managers, Poweshiek County and Grinnell Regional Health Center and others.

Possible Scenario and Anticipated Events:

- It is anticipated that as a pandemic unfolds, multiple centers will be activated through public health, emergency management, and hospital systems.
- Colleges, in general, are often overlooked or forgotten within these broader systems, although a great deal of planning has been completed locally to ensure that Grinnell College is integrated effectively.
- The sheer number of activated systems and the anticipated length of this particular response will pose communication and coordination challenges for all those involved.

- .. **Action Item (14):** Develop an EOC organizational plan specific to pandemic influenza
- .. **Action Item (15):** Investigate equipment in Grinnell College EOC to allow for enhanced communication between Grinnell College and external partners.
- .. **Action Item (16):** Develop a rapid communication system for all College employees with pandemic influenza response assignments.
- .. **Action Item (17):** Meet with representatives from Poweshiek County Department of Public Health and Poweshiek County Office of Emergency Service to review their emergency operations and preparedness plans related to pandemic influenza.

Objective 10: Providing Service to the Broader Community

To the extent possible, Grinnell College will assist in local, state, and federal pandemic influenza response efforts as appropriate and needed.

Possible Scenario and Anticipated Events:

- The College resources may be called upon to provide service

Relevant programs and departments should continue to participate with local, state, and federal agencies in pandemic influenza planning efforts.

LEVEL THREE: Pandemic Period focuses on measures that may be beneficial and practical when there is a large number of cases and extensive viral transmission. In such a setting, individual-level measures may no longer be effective or feasible (e.g., if most contacts cannot be traced in time to prevent further exposures; if staffing constraints make contact tracing impractical). In this setting Grinnell College will consider measures that decrease social contact within groups or whole communities; self-shielding, cancellation of public events, snow days, quarantine of groups of exposed persons, widespread community quarantine. Effective use of community containment measures during a pandemic will require periodic assessment of the properties of the pandemic virus and the distribution and clinical presentation of the cases.

Confirmed case on Campus (Only essential personnel required to report to campus)

Grinnell College Emergency Response team is brought together and provided latest information on Avian Flu.

- Director of Health Center is responsible for educating the response team.
- Emergency Response Team Incident Coordinator is responsible for coordinating the implementation of the following roles:
 - **The Counseling and Health Center:**
 - Notify Grinnell Regional Home Health Dept.
 - All direction on how to proceed will be received from Grinnell Regional Home Health Dept.
 - Director of Health Center will serve as liaison between Grinnell Regional Home Health Dept and the Emergency Response Team Incident Coordinator.
 - Notify Grinnell College Emergency response team
 - Notify Housing & Dining on number of persons who may be required to be isolated or quarantined.
 - Prophylactic treatment of contacts.

- Continue with use of PPE. Essential persons receive N95 respirators.
- Monitor persons in quarantine.
- Care for persons in isolation.
- Ongoing communications with campus community regarding signs/symptoms, protocol for referral of suspected cases.
- Continuation of e-mail campaign on self-protection.
- Implementation of mental health plan
- **Public Safety:**
 - Have personnel receive updated information on Avian Flu
 - Essential persons receive N95 respirators.
 - Secure buildings and place signage for isolation, quarantine.
 - Enforce isolation, quarantine.
 - Implement policy on transporting individuals to the hospital.
- **Facilities Management:**
 - Work with Residence Life, Housing, and Health Center to identify needed ventilation systems and to provide negative pressure areas.
 - Essential personnel receive N95 respirators.
 - Stand by to shut off utilities as directed by Incident Commander.
- **Division of Housing:**
 - Work with Residence Life Staff and Health Center to identify needed ventilation systems and to provide negative pressure areas.
 - Have essential personnel be fit tested for N95
- **Risk Manager:**
 - Assist the Counseling and Health Center.
 - Distribute N95 respirators to essential personnel.
 - Coordinate disposal of hazardous material cleanup.
- **ITS Communications:**
 - Work with Emergency Response team, incident coordinator, Director of Health Services to draft internal and external bulletins and announcements for all target populations (students, faculty/staff, parents)
 - Handle media coverage
 - Assist with information to families
- **Dean of Students Office:**
 - Coordinate communication to students and parents.
 - Possible implementation of call center.
 - Coordinate implementation of the isolation, quarantine.
 - Work with housing, food service, residence life staff, and Public Safety.
 - Deal with enforcement issues
 - Parent issues
 - Handle parent calls, those wanting to come to campus
- **President's Office:**
 - Based on recommendations from U.S. State Department, CDC, Grinnell Regional Home health, be prepared to modify or suspend:
 - Athletic and other College events
 - Classes

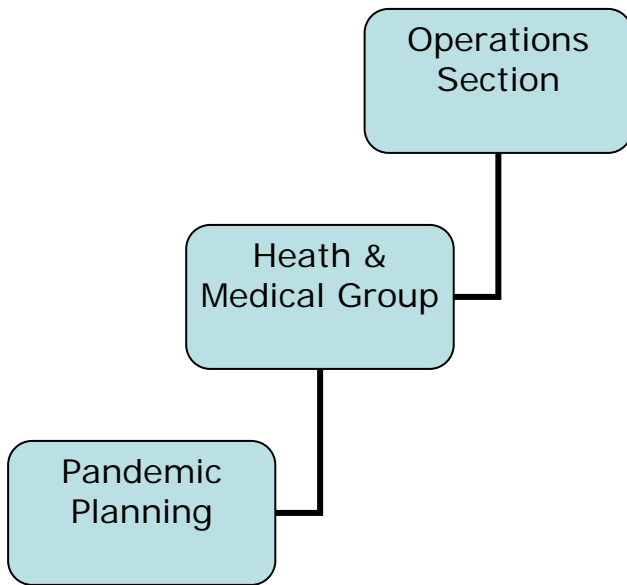
- Assist Dean of Student's Office with student and parent issues.
- Provide assistance in supporting College Offices in dealing with issues and they pertain to faculty and staff.
- **Residence Life:**
 - Implement plan for isolation and quarantine as directed by Poweshiek County.
 - Coordinated removal of non-contact students if directed by Poweshiek County.
 - Essential staff receives N95 respirators.
 - Work with telephone control center.
 - Report any possible cases to the Health Center
 - Work with food service on the delivery of food.
- **Food Service:**
 - Ensure emergency response menu is planned for various degrees of need.
 - Stockpile additional food and water.
 - Ensure food delivery process is planned and delivery supplies are on hand.
 - Essential personnel receive N95 respirators.

This draft plan is a starting point for discussions on how the campus wants to proceed. It should evoke questions for the various departments mentioned.

The questions that may be pertinent for each Department:

- Identify Essential Personnel?
 - How do we deal with contracts for the persons deemed essential?- Risk Management Department
- Who should order the N95 PPE and how many for the DOH? – Request should be made to the Director of Health Center. Health Center will order equipment
- How do we deal with normal operations?
- The implementation of 12-hour shifts in each office?
- Which buildings would be best suited for quarantine purposes? This will be set up during the event by the Emergency Response Team
- Identify the risk of housing personnel responsible for cleaning the quarantined areas? This will be set up during the event by the Emergency Response Team

Pandemic Influenza Command Organizational Chart



Supplies for Avian Flu

Gloves latex					
Item	35201	Small	Box-100	\$4.95	
	35114	Medium	Box-100	\$4.95	
	35115	Large	Box-100	\$4.95	
	77084	X-Large	Box-100	\$4.95	
Gloves Vinyl					
Item	71411	Small	Box-100	\$9.09	
	71412	Medium	Box-100	\$9.09	
	71413	Large	Box-100	\$9.09	
	71413	X-Large	Box-100	\$9.09	
Eye Protection					
Excalibur Safety Glasses	53080		One	\$2.79	
N-95 Masks					
Moldex Dust and mist	49403	MFR #220N95	Box-20	\$19.69	N95 particulate filter
Inovel N-95 Respirator	77077	MFR#1512	Box-20	\$20.49	
3M N-95 Particulate Respirator	68717	MFR# 1870	Box-20	\$26.79	
Kimberly-Clark	73320	MFR# 46727	Box-35	\$37.79	
Surgical Masks					
Barrier molnlycke	46088	MFR#4234	Box-50	\$24.79	
Procedural masks	47928	MFR#GCPBL	Box-50	\$7.89	
Molded Surgical Face Masks	35221	MFR#2203	Box-50	\$8.29	
Gowns					
Personal Protection Gowns	67413	MFR#235	Box-15	\$29.29	
Busse Isolation Gown	68252	MFR#202	Bag-10	\$6.19	