



City Of Windsor

Corporate Pandemic Plan

Maintaining Business In, Through and Past a Crisis

May 2006

Prepared by Mary Ellen Bernard

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City of Windsor**

Introduction

***“ Let our advance worrying become advance thinking and planning. “
Winston Churchill***

The City of Windsor Pandemic Plan has been created through the combined efforts of the **City of Windsor Pandemic Planning Committee**. The committee was co-chaired by Ronna Warsh, General Manager of Social & Health Services and Mary Ellen Bernard, Executive Assistant for Client Services. The Medical Officer of Health, Dr Heimann, has been an integral part of this committee and his assistance has been invaluable. The members of the Corporate Pandemic Planning committee are:

Strategic Services –

- CAO Executive Assistant (Bruno Ierullo)
- Strategic Projects Coordinator (Donna Marentette)
- Manager of Administration (Joe Graziano)
- Windsor Fire Services (Chief David Fields)
- Communications Lead (Brian Worrall)
- Supervisor of Nursing, Huron Lodge (Carol Annett)

Social Services –

- Manager of Administration (Kathy McCord)
- Coordinator of Emergency Support (Kathy Sasso-Baker)

Corporate Services –

- Manager of Administration (Rita Pennesi)
- Executive Director of Information Technology (Harry Turnbull)
- Manager of Technology Support (Norm Synnott)
- Risk Management Coordinator (Tony Houad)
- Manager of Customer Service (Tom Malenfant)

Public Works –

- Manager of Administration (Peter Breault)
- Executive Assistant (Peter Bziuk)

Client Services –

- Manager of Administration (Aida Cabrera)
- Administrative Assistant (Kathy Kehl)
- Executive Director of Human Resources (Vincenza Mihalo)
- Manager of Arenas & Concessions (Carl Fama)

EnWin Powerlines and Windsor Utilities (Sylvia deVries)

Transit Windsor, (Penny Williams)

Union and Association Representation (Bob Farough, Ed Janisse)

Windsor Police Services (Randy Gould)

Windsor Public Library (Janet Woodbridge)

The City of Windsor Corporate Pandemic Plan is to be considered a ‘living’ document and must be reviewed and updated on a regular basis.

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City of Windsor Corporate Pandemic Plan

1. Overview

a. Background on Issue

Influenza has been with us for centuries. It causes severe illness and death every winter in North America, attacking the elderly and the debilitated with particular ferocity. Every winter, outbreaks of influenza in hospitals and long-term care homes require public health resources to control the spread and minimize the impact of influenza.

Outbreaks of influenza have been known to occur for centuries, and three influenza pandemics have occurred in the previous century alone – the Spanish (1918), Asian (1957) and Hong Kong (1968) pandemics. The Spanish pandemic, in two short years, killed an estimated 20 million people worldwide with some experts reporting deaths as high as 40 million.

As noted in the Windsor Essex County Health Unit Influenza Pandemic Plan (Nov 2005):

Influenza A viruses periodically cause worldwide epidemics, or pandemics, with high rates of illness and death. A pandemic can occur at any time, with the potential to cause serious illness, death and immense social and economic disruption throughout the world. Experts believe that a future influenza pandemic is inevitable but the timing is unpredictable (Canadian Pandemic Influenza Plan, May 2004).

Unlike most other emergency scenarios, a pandemic will not be a localized phenomenon and resources of all regions will be simultaneously strained. Windsor-Essex County must demonstrate a large degree of self-sufficiency over a prolonged period. Hence, contingency planning is essential for an effective response and mitigation and to minimize devastating effects.

As a border community, an influenza pandemic will cause problems with the border crossings. Restrictions on the movement of persons crossing the border into the United States and Canada can be expected. The crossings may also be subject to closure. Close liaison with US Health authorities will be required.¹

In the 20th century, the greatest influenza pandemic occurred in 1918 -1919 and caused an estimated 40–50 million deaths worldwide. Although health care has improved in the last decades, epidemiological models from the Centers for Disease Control and Prevention, Atlanta, USA project that today a pandemic is likely to result in 2 to 7.4 million deaths globally. In high-income countries alone, accounting for 15% of

the world's population, models project a demand for 134–233 million outpatient visits and 1.5–5.2 million hospital admissions. However, the impact of the next pandemic is likely to be the greatest in low-income countries because of different population characteristics and the already strained health care resources.

It is estimated that the next pandemic virus will arrive in Canada within three months after it emerges in another part of the world, but could be much sooner due to increases in the volume and speed of global air travel. An influenza pandemic usually spreads in two or more waves, either in the same year or in successive influenza seasons. A second wave may occur within three to nine months of the initial outbreak wave and may cause more serious illness and deaths than the first. In any locality, the length of each wave of illness is likely to be six to eight weeks.²

It is not possible to predict how long a pandemic may last. There could be more than one wave of infection during a pandemic period. Each wave could last about eight weeks, building to a peak in week four before abating again. Research suggests that businesses should plan for up to 50% staff absences for periods of about two weeks at the height of a pandemic wave and lower levels of staff absence for a few weeks either side of the peak.

Estimated Impact of an Influenza Pandemic on Ontario³

- Up to 8 million people will be infected
- Up to 4 million will be clinically ill
- Up to 12,000 will die
- Up to \$2.5 billion in direct healthcare costs and an additional \$10 to \$24 billion in societal costs

b. Affect on Windsor and Essex County

As noted in the Windsor Essex County Health Unit (WECHU) Pandemic Plan:

Estimated Impact on Windsor-Essex County⁴

	Estimated Totals	Range
# People Infected	140, 920	
# Requiring Outpatient Care	75,196	58,436- 107,641
# Requiring Hospitalization	1,671	601 – 2,113
# of Deaths	381	215 - 636

⁵_____

² Canadian Pandemic Influenza Plan, December 2003, Background, p. 3-4

³ Assumptions based on a 35% attack rate and six (6) week wave (Source: Dr. J. Spika, Laboratory Centre for Disease Control (LCDC), January 27, 2000. In 2006, LCDC is a component of the Public Health Agency of Canada (PHAC).

⁴ Assumptions: 35% attack rate, six (6) week wave

(Figures based on model FluAid 2.0 developed by Centers for Disease Control, Atlanta, Georgia) based on Windsor-Essex County's Population of 402,629 MOHLTC 2004 population estimates)

These figures have been used to provide estimates of the low to high impact of an influenza pandemic on Windsor-Essex County for planning purposes. The impact is dependent on such factors as the virulence of the virus, availability of a vaccine and anti-viral drugs. Special guidelines will need to be in place to address critical issues that will occur as service access is maximized and resources are depleted. It can be expected that:

- The pandemic virus may spread rapidly leaving little or no time to prepare due to high level of global traffic;
- The pandemic will be widespread with simultaneous outbreaks, Windsor-Essex County cannot rely on neighbouring resources to assist with its response;
- There will be significant border crossing problems;
- There will be a need for cooperation with US State and Federal health authorities;
- There will be shortages of healthcare, emergency and essential services personnel due to illness,
- There will be severe disruptions in essential services;
- There will be shortages of equipment and supplies;
- There may be limited to no amounts of vaccines and anti-virals available during the early stage of the pandemic;
- There will be a need to cope with large numbers of ill people, from all age groups, who will require treatment; and
- There will be intense and unrelenting scrutiny from the media and the public and fear will be abundant.

c. Corporate Pandemic Planning Committee

In October 2005, the Corporate Pandemic Planning Committee was created in order to develop a plan which would enable the Corporation to be in a position to meet the challenges of a health crisis such as an influenza pandemic. The plan has the further capacity to serve as a Corporate Business Continuity Plan in the event of any type of emergency which results in a reduced number of staff available to provide municipal services for the citizens of Windsor.

The Corporate Pandemic Planning Committee was chaired by Ronna Warsh, General Manager of Social and Health Services and Mary Ellen Bernard, Executive Assistant, Client Services. The Committee was resourced by Kathy Sasso, Interim Coordinator, Emergency Support (Social Services). The Terms of Reference for the Committee and Work plan are attached (Appendices A&B). City Council supported the work of the Corporate Pandemic Planning Committee at its meeting on December 5, 2005 (CR747/2005).

In order to prepare for the impact of a pandemic in the work environment, it has been projected that a significant percent of the workforce may be absent, due to illness or the need to stay home to care for someone who is ill or to provide child or elder care. The standard projection used in Canada is that up to 30 - 35% of the workforce may be

absent due to the effects of this virus. It is further noted that absenteeism may go even higher with the possibility of up to another 15-20% absent due to caregiver responsibilities.

The focus of a Pandemic Plan is to identify essential services which need to continue to be provided in an emergency, such as an influenza pandemic. While there may be an expectation from the public, stakeholders and from employees, that services will continue as usual and uninterrupted, that may not be possible depending on the extent of the crisis. Therefore, the onus is in on the City to identify the services which are considered essential to the health and well-being of its citizens and develop plans which would re-focus the efforts of available staff, on continuing operations in those areas. This level of redeployment would result in either reductions or discontinuance of 'non-essential' services until the cessation of the crisis.

The Corporate Pandemic Planning Committee focused its work on five parts to the Plan:

- Identification of essential corporate services;
- Approximate number of staff needed to provide essential services;
- Estimation of number of staff available for redeployment;
- Skill sets required to provide essential services;
- Skill sets of current staff; and
- Development of departmental protocols for provision of essential services.

The City of Windsor Pandemic Plan, while a stand-alone document, is intended to serve as a companion document to the Windsor-Essex County Pandemic Influenza Plan (WECPIP), which dovetails with Federal and Ontario Pandemic Influenza Plans.

This plan is also intended to serve as the basis of a City of Windsor Business Continuity Plan which can be used in the event of any type of emergency which results in the Corporation having access to a reduced number of staff to maintain essential municipal services.

2. Leadership Structure and Key Roles in a Pandemic

a. Strategic Decision Makers

The City of Windsor Emergency Response Plan (ERP) as prepared by Windsor Fire Services in its role as Community Emergency Management Coordinators (CEMC), outlines the municipal leadership structure in the event of any emergency. The Emergency Response Plan defines an emergency and the role of each senior member of administration.

The Ontario Emergency Management Act defines an emergency as:

“An emergency means a situation or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property.”

The Emergency Operations Centre (EOC) can be activated for any emergency for the purposes of managing an emergency, by maintaining services to the community and supporting the emergency site.

When an emergency exists but has not yet been declared to exist, community employees may take such action(s) under this emergency response plan as may be required to protect property and the health, safety and welfare of the City of Windsor

The *Emergency Management Act (EMA)* is the legal authority in Ontario for the City of Windsor Emergency Response Plan. The *EMA* states that:

“Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.” [Section 3 (1)]

“The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. The Head of Council of a municipality may at any time declare that an emergency has terminated. [Section 4 (1)].”⁵

According to the City of Windsor ERP, all civic emergencies are directed and controlled by the Community Control Group (CCG) - a group of officials who are responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on the community.

The CCG consists of the following officials:

- Mayor of the City of Windsor, or alternate;
- Chief Administrative Officer, or alternate;
- Chief of Police, or alternate;
- Fire Chief, or alternate;
- Public Works Representative, or alternate;
- Medical Officer of Health, or alternate;
- Social Services Representative, or alternate;
- Emergency Medical Services (EMS), or alternate;
- Emergency Management Coordinator, or alternate;
- Local electrical/water utility representative, or alternate, if required;
- General Manager Client Services, or Alternate.

Additional personnel called or added to the CCG may include:

- Telecommunications Coordinator;
 - Emergency Management Ontario Representative;
 - Ontario Provincial Police Representative;
 - Liaison staff from provincial ministries;
 - Any other officials, experts or representatives from the public or private sector as deemed necessary by the CCG.

The CCG may function with only a limited number of persons depending upon the emergency. While the CCG may not require the presence of all the people listed as members of the control group, all members of the CCG must be notified.

The Mayor of Windsor and the Chief Administrative Officer were both fully briefed during the creation of the Pandemic Plan, and the need that they each have at least two individuals who are able to serve as their designates, in the event that they fall ill during the pandemic. In this way, the municipality is ensured that the functions associated with its most senior elected official and administrator can be fulfilled.

b. Expectations of Key Staff

Role of Community Control Group

The members of the Community Control Group (CCG) are likely to be responsible for the following actions or decisions:

- Calling out and mobilizing their emergency service, agency and equipment;
- Coordinating and directing their service and ensuring that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law;
- Determining if the location and composition of the CCG are appropriate;
- Advising the Mayor as to whether the declaration of an emergency is recommended;
- Advising the Mayor on the need to designate all or part of the city as an emergency area;

- Ensuring that an Emergency Site Manager (ESM) is appointed;
- Ensuring support to the ESM by offering equipment, staff and resources, as required;
- Ordering, coordinating and/or overseeing the evacuation of inhabitants considered to be in danger;
- Discontinuing utilities or services provided by public or private concerns, i.e. hydro, water, gas, closing down a shopping plaza/mall;
- Arranging for services and equipment from local agencies not under community control i.e. private contractors, industry, volunteer agencies, service clubs;
- Notifying, requesting assistance from and/or liaison with various levels of government and any public or private agencies not under community control, as considered necessary;
- Determining if additional volunteers are required and if appeals for volunteers are warranted;
- Determining if additional transport is required for evacuation or transport of persons and/or supplies;
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Coordinator and Citizen Inquiry Supervisor, for dissemination to the media and public;
- Determining the need to establish advisory groups and/or sub-committees/working groups for any aspect of the emergency including recovery;
- Authorizing expenditure of money required dealing with the emergency;
- Notifying the service, agency or group under their direction, of the termination of the emergency;
- Maintaining a log outlining decisions made and actions taken, and submitting a summary of the log to the **Community Emergency Management Coordinator within Windsor Fire Services, within two (2) weeks** of the termination of the emergency, as required;
- Participating in the debriefing following the emergency.

Role of Medical Officer of Health

The Windsor Essex County Influenza Pandemic Plan provides a detailed outline of the role and responsibilities placed upon the Medical Officer of Health in a pandemic. In brief, through an Order in Council under the Act, the Ministry of Health and Long-Term Care (MOHLTC), the Medical Officer of Health is designated with lead responsibility for the provision of emergency health services, control of epidemics and response to large-scale adverse human health events.

The Medical Officer of Health (MOH) or designate has the authority to control communicable diseases and determines the actions needed to protect the community from a communicable disease as outlined in the Health Protection and Promotion Act (HPPA), revised Statutes of Ontario, 1990, Chapter H.7. The MOH has the power to identify, reduce or eliminate health hazards.

In addition, the Medical Officer of Health has the authority to issue an order under Section 22 of the HPPA with respect to communicable disease if “he or she is of the

opinion (upon reasonable and probable grounds) that a communicable disease exists or may exist, or that there is an immediate risk of an outbreak of a communicable disease in the health unit served by the Medical Officer of Health". Influenza is a reportable and communicable disease as defined by the HPPA. Therefore, health professionals must report diagnoses of influenza, as defined in the WECHU Influenza Pandemic Plan, to the local Medical Officer of Health or designate.

The Premier of Ontario may declare that an emergency exists throughout the province or in any part, may take action, and may issue orders to protect the health, safety and welfare of the inhabitants of the affected area.

The Premier of Ontario may at any time declare that an emergency has terminated.

Role of the Corporate Pandemic (Planning) Committee

- To serve as a standing sub-committee of the CCG for purposes of monitoring service delivery structure for essential, reduced and discontinued services and making recommendations regarding continued delivery of service for residents; and
- To make recommendations regarding the redeployment of staff within the Corporation and to community partners to meet evolving needs.

c. Communication

Windsor Essex County Health Unit (WECHU) Communication Sub Committee

The role that communication will have in all stages of a pandemic- from preparations to recovery, cannot be understated. For this reason, the development of a Communication Plan was considered to be a priority in the Pandemic Planning process. The WECHU created a Communications Subcommittee to develop a work plan to facilitate and maintain all forms of information sharing. In that the City of Windsor is a key partner with the Windsor Essex County Health Unit in the pandemic strategy, the roles of City staff are integrated throughout the WECHU Communications plan. That plan is attached as Appendix 'C'.

The Communication plan will be based on a daily stream of information, which will ensure that the Corporation is operating with the most current data. During an actual pandemic, daily conference calls will occur in the morning with participants to include all the Medical Officers of Health and the Ministry of Health. Following that conference call, the Medical Officer of Health will then institute a daily conference call with representatives from the City of Windsor to communicate any changes or developments. This information will be the basis for communication to the staff and public and will serve as the foundation of information for the City of Windsor website and 3-1-1.

The 3-1-1 service will be a key access point for information for the public, not only regarding the Corporation's essential services, but also where residents can access essentials such as food and water as well as information on influenza- related

questions. For this reason, the WECHU will provide access to a community health person who will assist the 3-1-1 operators with general questions about influenza and to provide information on the sites available for treatment. The primary role of the community health person will be to ensure 3-1-1 staff has the most current information on the health care services available in this community.

In the event of a health crisis such as a pandemic, the City of Windsor will implement the attached Communication plan, using the structure already established in the City of Windsor Emergency Response Plan. While individuals have been designated in advance for purposes of emergency response, for purposes of pandemic planning it is as important that there be clear descriptions of the tasks which would allow the most suitable staff who are available for work, to fill essential positions.

When the City of Windsor Emergency Response Plan is activated, one of the key functions is the co-ordination and release of accurate information to the news media, issuance of authoritative instructions to the public, and immediate responses to or referrals for, information concerning any aspect of the emergency.

In order to fulfill these functions during an emergency, the following positions are established:

- 1) Emergency Information Officer (Brian Worrall- Corporate Communications Lead)
- 2) Community Spokesperson (Mayor/ CAO or designates); and
- 3) Citizen Inquiry Supervisor (Tom Malenfant-311 Call Centre Manager).

The Primary site for the Emergency Information Centre (EIC) is at the Municipal Emergency Operations Centre. A media briefing facility will be located at Windsor Public Library, 850 Ouellette Ave. Depending on the nature of the emergency, it may be necessary to establish a media information area adjacent to the emergency site, as decided by the Community Control Group. This area, if established, will be staffed as determined by the community spokesperson.

The Citizen Inquiry Section is to be located at the 311 Call Centre, if possible and practical, under the supervision of the Manager of Customer Services & Support.

1. Emergency Information Officer

The Emergency Information Officer reports to the CAO and is responsible for:

- Establishing a communication link with the Community Spokesperson, the Citizen Inquiry Supervisor and any other media coordinator(s) (i.e. provincial, federal, private industry, etc.) involved in the incident, ensuring that all information released to the media and public is timely, full and accurate;
- Ensuring that the EIC is set up and staffed and a site EIC, if required;
- Ensuring liaison with the CCG to obtain up-to-date information for media releases, co-ordinate individual interviews and organize press conferences;

- Ensuring that the following are advised of the telephone number of the media centre: Media; Community Control Group; Switchboard (City and Emergency Services); Community Spokesperson; Police/Fire Public Relations Officer; Neighbouring Communities; Citizen Inquiry Supervisor; Media contact at the Evacuation Centres; and any other appropriate persons, agencies or businesses.
- Providing direction and regular updates to the Citizen Inquiry Supervisor to ensure that the most accurate and up-to-date information is disseminated to the public;
- Ensuring that the media releases are approved by the Chief Administrative Officer (in consultation with the Mayor) prior to dissemination, and distributing hard copies of the media release to the EIC, the CCG, Citizen Inquiry Supervisor and other key persons handling inquiries from the media;
- Monitoring news coverage, and correcting any erroneous information; and
- Maintaining copies of media releases and newspaper articles pertaining to the emergency in cooperation with the E.O.C logistical staff

2. Community Spokespersons

The community spokespersons will be appointed by the Community Control Group and is responsible for:

- Giving interviews on behalf of the City of Windsor with the assistance of the CAO;
- Establishing a communication link and regular liaison with the Emergency Information Officer at the EOC;
- Redirecting all inquiries about decisions made by the CCG and about the emergency as a whole, to the Emergency Information Officer;
- Coordinating media photograph sessions at the scene when necessary and appropriate; and
- Coordinating on-scene interviews between the emergency services personnel and the media if practical and appropriate.

3. Citizen Inquiry Supervisor

The Citizen Inquiry Supervisor is responsible for:

- Establishing the 311 Call Centre as the Citizen Inquiry Service, including the appointment of additional personnel as required;
- Informing the Emergency Information Officer of the establishment of the Citizen Inquiry Service at the 311 Call Centre;
- Informing the affected emergency services, the CCG and City of Windsor switchboards of the establishment of the Citizen Inquiry Service at the 311 Call Centre;
- Ensuring liaison with the Emergency Information Officer to obtain current information on the emergency;

- Responding to, and re-directing inquiries and reports from the public based upon information from the Emergency Information Officer. (Such information may be related to school closings, access routes or the location of evacuee centres.); and,
- Responding to and redirecting inquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service.⁶

3. Preparations

a. Identification of Essential Services

The Corporate Pandemic Planning Committee conducted a thorough review of all services provided by the City of Windsor. Through this process, services which are considered essential to the health and well-being of our citizens, were separated out by Department and by Service Area. In a pandemic, these identified essential services will be the only services provided by the City of Windsor. Staff who are able to report to work but who do not provide an 'essential service' will be redeployed to either a Corporate essential service area or to work in the broader community to assist with service provision as required.

The following chart represents the **City of Windsor Essential Services**.

<p><u>Strategic Services</u> Comprises of CAO and includes: Communications; Fire & Rescue; Planning; Huron Lodge</p> <p><u>Chief Administrative Officer</u> –John Skorobohacz</p>	<p><u>Chief Administrative Office</u> - John Skorobohacz</p> <ul style="list-style-type: none"> • Corporate Leadership & Decision-Making • Communications with Councillors <p><u>Communications*</u> - Brian Worrall</p> <ul style="list-style-type: none"> • Community Relations • Media Relations • Service Emergency Operations Centre • 311 Public Information • Web site Public information • City Service information to residents • Communications to employees <p><u>Fire & Rescue*</u> - Fire Chief Dave Fields</p> <ul style="list-style-type: none"> • Fire Rescue Division • Fire Prevention • Emergency Communications • Apparatus Services <p><u>Planning</u> - Bob Hayes</p> <ul style="list-style-type: none"> • No essential services <p><u>Huron Lodge</u> – Lucie Lombardo</p> <ul style="list-style-type: none"> • All services related to operation of Huron Lodge are essential.
<p><u>Social Services</u> Housing & Children’s Services, Social Support Services (Ontario Works)</p> <p><u>General Manager of Social & Health Services</u> - Ronna Warsh</p>	<p><u>Housing Supports</u> - Keith Lucas</p> <ul style="list-style-type: none"> • Assist Seniors in their home* • Maintain payments to Lodging Homes & Emergency Shelters • Establish and maintain contact with larger group of rest/retirement homes * <p><u>Children’s Services</u> – Keith Lucas</p> <ul style="list-style-type: none"> • Municipal child care and Ont. Early Years Centre staff will be redeployed to provide childcare services to essential service workers in non-traditional settings* <p><u>Ontario Works*</u> – Susan Ellis</p> <ul style="list-style-type: none"> • Applications for financial assistance • Cheque production • Emergency case management- processing of updated information • Applications for funerals and burials • Applications for discretionary benefits

<p><u>Corporate Services</u></p> <p>This area includes five departments: Financial Services; Legal Services; Council Services; Licensing & Enforcement Services and Information & Technology Services.</p> <p><u>General Manager</u> is Helga Reidel</p>	<p><u>Financial Services</u> – Onorio Colucci Accounting & Financial reporting</p> <ul style="list-style-type: none"> • Banking arrangements <p>Payroll</p> <ul style="list-style-type: none"> • Pay employees • Government remittances • A/P and A/R Billing • Payments to vendors with cheques • Peoplesoft Support Financial Accounting • Support for all of the above processes <p><u>Legal Services</u> - George Wilkki Legal Department</p> <ul style="list-style-type: none"> • Legal advice/ monitoring/ actions, to allow City to fulfill due diligence • The provision of Provincial Offences Court functions by the City will be dependent upon the availability of Justices of the Peace, as provided by the Prov. Should these persons not be available, the Courts would cease. <p>Purchasing & Risk Management –Valerie Critchley</p> <ul style="list-style-type: none"> • Day to Day purchasing services as related to emergency* <p><u>Council Services</u> – Brenda Andreatta Committee Services – Steve Vlachodimos</p> <ul style="list-style-type: none"> • No essential services <p>Community Services – Gary Cian</p> <ul style="list-style-type: none"> • No essential services <p>Records & Elections – Chuck Scarpelli</p> <ul style="list-style-type: none"> • Municipal Election Activities - Returning Officer would cancel an election during a Pandemic <p>Customer Service* – Tom Malenfant</p> <ul style="list-style-type: none"> • 311 Call Centre including support staff and supervision- surge potential <p><u>Licensing & Enforcement Services</u> – Diane Sibley Parking Enforcement Unit – Sandra Taziker</p> <ul style="list-style-type: none"> • No essential services <p>Licensing & Enforcement By-Laws – Ann Kalinowski Only health-related essential By-laws would be enforced</p>
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<p><u>Public Works</u> *</p> <p>This area includes 4 departments: Engineering & Corporate Projects; Operations (Mike Palanacki); Environmental Services (Kit Woods); Building & Development (Mario Sonogo)</p> <p><u>Acting General Manager:</u> Mike Palanacki</p>	<p><u>Information Technology*</u> - Harry Turnbull</p> <ul style="list-style-type: none"> • Computer Room Operational • Network Operational • Phone Service • Programming Services • Emergency client support • Network home computers <ul style="list-style-type: none"> • Operate Little River Pollution Control Plant • Operate Lou Romano Water Reclamation Plant • Operate Pump Stations • Operate Pollution Control Lab • Operate Solid Waste Control Centre including refuse collection* • Rodent Control Program • Fleet operations (maintenance, fuel sites) <p>Road & Sewer Maintenance, & Winter control</p> <ul style="list-style-type: none"> • One time collection of money from parking meters and garages then discontinue • Traffic Operations • Emergency sewer replacement/cleaning • Will only carry out projects which maintain the health & safety of the citizens of Windsor <p>Will only issue permits and approve administration and financial services for existing contracts as related to essential services.</p>
<p><u>Client Services</u></p> <p>Departments include: Human Resources; Parks & Facility Operations; Recreation; Hospitality & Corporate Facility Planning</p> <p><u>General Manager</u> is Michael Duben</p>	<p><u>Human Resources*</u> – Vincenza Mihalo</p> <ul style="list-style-type: none"> • Payroll and Benefit Continuation • Card Access/Denials • Work Refusals • Accident/Incident Reporting <p><u>Parks & Facility Operations*</u> – Don Sadler</p> <ul style="list-style-type: none"> • Caretaking and specialized trades • Serves as back up to Public Works with equipment and staff • Storm clean up

	<p><u>Recreation</u> - Jan Wilson</p> <ul style="list-style-type: none"> • Payroll and Accounts payable • Facilities (Recreation/ Community Centres and Arenas) are available if needed • Inspection and maintenance of facilities <p><u>Hospitality & Corporate Facility Planning</u> – Sergio Grando</p> <ul style="list-style-type: none"> • Inspection and maintenance of facilities <p><u>Cultural Affairs</u>- Mary Baruth (Acting)</p> <ul style="list-style-type: none"> • No essential services
<p>Additional Services</p>	<p><u>Windsor Police Service*</u> Chief Glenn Stannard</p> <ul style="list-style-type: none"> • 911 & other emergency calls • Security for health related services/personnel/supplies* <p><u>Transit Windsor</u> Director/Manager – Penny Williams Transportation Division</p> <ul style="list-style-type: none"> • Transportation service • Availability of staff and equipment for deployment • Transportation Supervision/mgrs. <p>Maintenance Division</p> <ul style="list-style-type: none"> • Mechanics/skilled trades • Service personnel • Facility maintenance • Maintenance supervision/clerical <p>Administration</p> <ul style="list-style-type: none"> • General admin/finance/hr • Planning/scheduling • Customer service/sales/mktg <p><u>Enwin Utilities</u></p> <ul style="list-style-type: none"> • Water, utilities <p><u>Library</u>- Brian Bell (CEO)</p> <ul style="list-style-type: none"> • No essential services

* Identified as service which has potential for surge in use during a pandemic.

While all services provided by the Corporation of the City of Windsor are important to its residents, the Corporate Pandemic Planning Committee identified the services which are considered to be essential and must be provided to ensure the continued health, safety and well being for the residents of Windsor.

In the onset of a pandemic, each department would need to monitor their ability to offer these services and the public need for those services. If the public need for any of the

identified essential services were to decrease, then its continued operation would be re-evaluated. Likewise, if there is a dramatic need for a service not previously identified, then the City would respond through the re-deployment of available staff .

Essential services which have been identified by the Committee as having 'surge potential' have been given an asterisk (*). Those service areas should be assigned additional staffing at the outset in anticipation of service needs higher than the staffing levels can reasonably accommodate.

b. Number of Staff Required to Provide Essential Services

With the identification of essential services, the next task for the Corporate Pandemic Planning Committee was divided into four parts:

- To identify the number of staff in each Service Area;
- To calculate the number of staff who may be available in the event of 35% absenteeism;
- To estimate the number of staff required to provide essential services; and
- To calculate the number of staff who might be available for redeployment within the corporation or to assist in the community.

Number of City of Windsor Staff Required to Provide Essential Services

City of Windsor Corporate Pandemic Planning Committee - Essential Services Staffing Chart									
Service Area & Department	# of Staff		# of Staff remaining with 35% absenteeism		# of Staff needed for Essential Services		# of Staff Available for Redeployment		# additional Staff required by Departments
	Full-time	Part-time	Full-time	Part-time			Full-time	Part-time	
Strategic Services									
CAO	3		1		2				1
Communications	1				10				10
Fire & Rescue	302		196		302				106
Planning	18		11		0		11		
Huron Lodge	171	139	111	90	143	per 24 hr period		86	
Social Services									
Housing	16		10		9		1		
Children's Services	116	51	75	33	75			33	
Social Support Services Ontario Works	191		124		121	City and County	3		
Corporate Services									
Financial Services	110		71		21		50		
Legal Services	49		31		8		23		
Council Services	45		29		26	311 service only	3		
Licensing & Enforcement	31		20		11		9		
Information & Technology	49		31		30		1		
Public Works									
Administration	4		2		2				
Building & Development	80		52		20		32		
Engineering & Corporate Projects	50		32		20		12		
Environmental Services	160		104		160				56
Operations Department	175		113		67		46		
Client Services									
Administration	4		2		3				1
Human Resources	30		20		14		7		
Parks and Facility Operations	149	34	97	22	68		29		
Recreation	60	400	39	260	8		52	260	
Hospitality & Corporate Facility Planning	45	150	29	97	4		16	97	
Windsor Police Service									
Sworn Police Members	430		279		430				151
Civilian Employees	149		96		149				53

**City of Windsor
Corporate Pandemic Planning Committee - Essential Services Staffing Chart**

Service Area & Department	# of Staff		# of Staff remaining with 35% absenteeism		# of Staff needed for Essential Services		# of Staff Available for Redeployment		# additional Staff required by Departments
	Full-time	Part-time	Full-time	Part-time			Full-time	Part-time	
Transit Windsor									
Transportation Division	187		121		121				
Maintenance Division	45		29		29				
Administration	18		12		12				
EnWin Powerlines	105		68		20	only dept 25&30	48		
Windsor Utilities Commission	103	2	66	1	46		20	1	
Library	78		50		5		45		
Total Full time	2974		1921		1936		408		378
Total Part time		776		503				477	

The above chart illustrates the service areas and the corresponding departments which may require additional staff in order to continue to provide essential services. Likewise, the departments which do not offer 'essential' services, and hence would have staff who could be redeployed.

It is notable in the final column that while there is an apparent overall need to re-deploy 378 staff and the two service areas predictably with the greatest need will be Police and Fire services (requiring 106 and 151, respectively). While staff from elsewhere in the Corporation could be made available to assist, they would clearly not be in a position to replace highly trained fire or police officers. Within those services, discussions are occurring to allow for prioritization and redeployment. For example, staff with Windsor Fire Services who are currently fire prevention officers could serve as fire fighters in an emergency such as a pandemic. There is also a recognition that there needs to be an adequate number of individuals who are trained and qualified for positions which have unique designations, including the Community Emergency Management Coordinator position.

The two other areas which may require redeployed staffing are Strategic Services, especially the area of Communications which is considered pivotal in a crisis of this magnitude and Environmental Services within Public Works. While there may be staff shortages within specific departments, there would appear to be available staff from another department within the same service area. For example, in that Planning is not an essential service, those staff may provide initial assistance with the shortage of staff in Communications. Likewise, the 56 staff required by Environmental Services may be offset with the 90 staff within Public Works who are not in essential services.

Therefore, staff within each service area will be considered as the primary providers for all essential services within that service area. If additional staff are required, either due to above average absenteeism or the need for individuals with specific training who may be found elsewhere in the Corporation, then more advanced redeployment will be arranged.

The Managers of Administration will have the lead for redeployment of staff within each service area, with the Executive Assistants serving as their back ups for this level of coordination. The Managers of Administration will apprise the Corporate Pandemic Planning Committee as to the status of redeployment and will funnel any requests for additional staff from outside their service area, through that Committee.

This staffing plan is built on the presumption that it will be adhered to by all staff. This means that in the declaration of an emergency, all services which have been declared as non-essential will cease to be offered or provided to the public and the staff who provide those services will make themselves available for redeployment either within their service area or as needed in the Corporation or Community. No staff will continue to work in a non-essential job without the documented approval of the General Manager of their service area.

Finally, it is noted that a few departments such as Recreation Services and Parks and Facility Operations, normally operate with a large contingent of part time and seasonal staff. For purposes of pandemic planning, permanent part time staff may be contacted

to assist with the provision of essential services in the absence of a higher than expected proportion of full time staff. Part time staff have undergone Corporate recruitment processes including police clearances, orientation and departmental training and have often been employed by the Corporation over an extended period of time.

c. Departmental Protocols for Provision of Essential Services

In order to meet the challenges of a pandemic, all departments with essential services which includes Communications, Windsor Fire Services, Information Technology, components of Social Services, Public Works and Clients Services and Police Services were asked to develop operating protocols which could be implemented in the onset of a pandemic. The operating protocols are a variation on other emergency plans which may be in place, in that they are based on providing services with significant staff shortages and the possibility for surges in need.

This type of planning requires the identification of prioritized tasks within each department, the skills or training required by staff to complete those tasks, the delineation of tasks which can be done by permanent and redeployed staff and the 'shelving' of tasks which can be done after the crisis is over.

Each department which has identified essential services is responsible for creating and maintaining a plan which outlines how those services may be offered in a pandemic, as well as internal training for staff on the Corporate and Departmental plan for service provision. To ensure that the protocols are serviceable by a variety of types of staff, all Committee members including the Managers of Administration, will be reviewing the protocols with an internal departmental committee of unionized and non-unionized employees. This review will be completed and protocols revised as needed, by July 2006.

As part of the pandemic preparations and emergency preparedness in general, every service area was asked to ensure that a notification call out list was developed and maintained by the Managers of Administration. Within each service area, the lists start with the General Managers who will call Executive Directors as well as their own Support Team (Administrative Support, Executive Assistants, etc), Executive Directors will contact Managers, Managers will contact Supervisors and Supervisors will ensure that all staff is contacted with pertinent information.

The Service Area Notification lists will serve as a companion document to the Corporate Call Out lists of all elected officials and senior management which are maintained by Windsor Fire Services as Community Emergency Management Coordinators for the City of Windsor. Windsor Fire Services also maintains contact information for elected officials, senior management, fire and police services throughout Essex County, Provincial contacts such as Emergency Management Ontario and well as through mutual aid agreements with emergency responders in the United States.

d. Skill Sets Required for City of Windsor Essential Services

In preparation for the possible need to re-deploy staff to different parts of the Corporation, a Skills Set questionnaire has been developed. The purpose of the questionnaire is to identify any staffs employed by the Corporation who have the skills, certification or training required for the provision of any of the identified essential services. In other words, to capture educational or skills training acquired by staff which may be helpful in the operation of services that may not be related to the areas of their current employment.

A questionnaire was developed by the Corporate Pandemic Planning Committee. It was then forwarded to Information Technology Services to transform into a web-based survey which could be placed on the City of Windsor Intranet 'Dashboard ' with a request that all staff complete. The confidential results will be tabulated to indicate the number of staff who have the training or certification required for essential services. If there are essential service areas which have a minimal number of staff with the required operational skills, the service area will be notified regarding the need for enhanced cross training opportunities. A copy of the questionnaire is Appendix ' D.'

e. Next Steps

Once the Corporate Pandemic Plan has been approved by Windsor City Council, the following steps will need to occur:

- That the first round of supplies are purchased and storage arranged at the new Huron Lodge facility;
- That all protocols developed within departments which have essential services be reviewed by union and non-union staff in each specific area to ensure practicality and ease of use. A sign-off copy of the protocols will be maintained within each department. Further, a process will be established whereby the Managers of Administration assume the responsibility for ensuring the protocols are revised in accordance with changes to actual essential services and service delivery process used by staff in each department;
- That the Staff Skills Inventory be finalized as a web-based Intranet survey, with a request that staff complete by July 1, 2006;
- That training on the Corporate Pandemic Plan and on the departmental protocols be delivered;
- That a Pandemic mock drill be organized to test the operation of the plan and that subsequent drills be organized on an annual basis. Furthermore, that the Corporate Pandemic Plan be reviewed and updated as required. The General Manager of Social and Health Services will maintain these responsibilities; and
- That the Corporate Pandemic Planning Committee continues to meet on a regular basis to facilitate and monitor progress on the 'next steps'.

4. Corporate Response To Escalation in Pandemic

a. Communications With Staff as to Change in Pandemic Status

It is likely there will be anxiety regarding a pandemic and this is likely to contribute to increased work absence and/or increased distress to staff. The suggested ways to manage this include:

- In the pre-pandemic stage: communication will commence with staff regarding the possibility of a pandemic and the City of Windsor's preparedness to manage it. Information such as Influenza Fact Sheets and the Corporate Pandemic Plan, as well as other information identified through the Communication subcommittee will be distributed to staff;
- Discuss current and upcoming health and safety issues and policies: Corporate Infection Disease policy, Leave of Absence policy for staff who are ill or have family members who are ill and the applicability for the Work at Home policy (See Appendix 'E');
- Make sure the Service Area notification call out lists are up-to-date

b. Communication with Stakeholders

The Communication plan notes that there are numerous and diverse stakeholders for information during a crisis. These include and are not mutually exclusive:

- Elected officials
- Staff of the Corporation
- Labour
- Residents of Windsor and Essex County
- Media
- Community responders associated with emergency response: Canadian Red Cross, The Salvation Army, Victims Services, The Multicultural Council , etc..
- Suppliers/ Vendors/Contractors with the City of Windsor
- Health Sector: Hospitals, Medical personnel,
- Private sector/ Industry
- Non-health Public sector: Boards of Education, Post Secondary Institutions, all levels of government
- Not-for-Profit organizations
- Churches/ Temples/ all Places of Worship

All of these groups will be looking for information, not only to learn the status of service delivery from the City of Windsor, but also to look for direction as to how their organizations should or may operate during the crisis. It is important to remember that each stakeholder may be encountering the same staffing shortage as the Corporation. This means that they will also be restricted in terms of their ability to provide service to the Corporation and the public in general, and the need to minimize illness of their staff, their staff's families, their clientele and all their respective stakeholders.

c. Ways to Minimize Illness Among Staff and Customers

An influenza pandemic may affect Windsor and Essex County and the rest of Ontario differently in terms of timing, severity and duration. Some areas may be hit earlier, longer or harder. City operations which have offices or suppliers outside of Windsor, may consider rotating service delivery from hard hit areas to influenza-free areas, or areas that have been declared to be in a post-pandemic period. Restrictions on movement of staff from region to region may be imposed, which would make the rotation of staff a challenge.

Primary strategies which could be used by the Corporation in order to minimize illness among staff and customers include:

- Restrict workplace entry of people with influenza symptoms;
- Promote good personal hygiene practices and workplace cleaning habits;
- Increase social distancing (e.g. enable tele-working, avoid face-to-face contact);
- Assist staff who become ill at work; and
- Develop policies for staff who travel out of Windsor on professional or personal business.

Basic personal hygiene measures should be reinforced with staff and customers. Hygiene notices should be posted in all workplace entrances, washrooms, hand washing stations and public areas during a pandemic. (See Appendixes for examples). There needs to be a constant, clear message that everyone should practice these measures to minimise potential influenza transmission:

Instruction should include the following information:

- The need to cover nose and mouth when sneezing and coughing (preferably with a disposable single use tissue);
- The need to immediately dispose of used tissues;
- The need to adopt good hand washing / hand hygiene practices, particularly after coughing, sneezing or using tissues; and
- The need to keep hands away from the mucous membranes of the eyes, mouth, and nose.

All modes of communication should be used to reinforce with staff and customers the importance of hand hygiene and environmental cleaning to minimize the risk of influenza transmission.

The Corporation needs to ensure that adequate supplies of hand hygiene products are available. This is a high planning priority as there may be interruption to the supply or shortages of soap and hand towels.

Working from Home

In the event of a pandemic, it is important that core people and core skills are available to keep essential parts of your business operating. The Corporation should ensure that individuals who work in the essential service areas are aware of their position and how they will be managed in the event of a pandemic. Strategies may be

considered for ways to minimize the possibility that they become ill with influenza. Selected staff may be encouraged to work from home even in very early stages of a pandemic and to practice social distancing measures.

In that the City of Windsor did not have a Work At Home Policy when the pandemic preparations began, the Human Resources Department commenced drafted a 'Work At Home' policy (Appendix 'E'). As noted in the policy, only staff who have jobs which are designated by management and approved by the Executive Director as applicable, may work from home. This option is also contingent on the availability of appropriate equipment and space at the staff person's home.

Knowledge Management

Key operating and emergency management information will need to be stored in known, accessible and shared locations. Corporate and Departmental policies on the storage of essential information (both computer and paper) and the City of Windsor Knowledge Transfer process (under development) may be useful in to transfer information necessary for the continued operation of essential services.

Personal Protection Equipment

People with respiratory infection symptoms should use a disposable surgical masks and eye protection to help prevent exposing others to their respiratory secretions.

Any mask must be disposed of as soon as it becomes moist or after any cough or sneeze, in an appropriate waste receptacle, and hands must be thoroughly washed and dried after the used mask has been discarded.

Protective barriers may provide useful protection for people such as front-counter staff or public transport drivers, whose duties require them to have frequent face-to-face contact with members of the public where social distancing is either not possible or not practical.

Summary of Influenza Protection Measures⁷

Protection measure	Where applicable
Hand hygiene, cough etiquette, Ventilation	Everyone, all the time
Social distancing	Everyone, whenever practical
Protective barriers	In situations where regular work practice requires unavoidable, relatively close contact with public
Disposable surgical mask eye protection	Workers in any community or health care setting
Disposable particulate respirator masks, eye protection, gloves, gowns/aprons	Health care workers participating directly in close contact with patients when there is a high risk of contact with respiratory secretions

Research indicates that staffs who have recovered from the pandemic influenza are unlikely to be re- infected (they should have developed a natural immunity) and should be able to return to work as soon as they are well. Even so, in the onset of a pandemic, a process needs to be established for ensuring that employees who have been ill, complete a required quarantine period and are healthy before being allowed to return to work.

This plan recommends that one or more staff who have health and safety training, be responsible for workplace health and safety in a pandemic and assume the tasks of “Influenza Coordinators” for the Corporation. Their tasks are outlined in Section 5d.

Increase Social Distancing

Another strategy to protect staff is to minimize their contact with other people. Crowded places and large gatherings of people should be avoided, whether in internal or external spaces. A distance of at least one metre should be maintained between persons wherever practical. Larger distances are more effective. Visiting of, or other contact with, unwell people should be avoided wherever practicable.

Suggestions on how to minimize contact include:

- Avoid meeting people face to face – use the telephone, video conferencing and the Internet to conduct business as much as possible – even when participants are in the same building;

- Avoid any unnecessary travel and cancel or postpone non-essential meetings / gatherings / workshops / training sessions;
- If possible, arrange for employees to work from home or work variable hours to avoid crowding at the workplace;
- Practice “ghost” shift changes wherever possible, with the shift going off duty leaving the workplace before the new shift enters. If possible, leave an interval before re-occupation of the workplace. If possible, thoroughly ventilate the workplace between shifts by opening doors and windows or turning up the air-conditioning;
- Avoid public transport: walk, cycle, drive a car or go early or late to avoid rush hour crowding on public transport;
- Bring lunch and eat at desk or away from others (avoid the cafeteria and crowded restaurants). Introduce staggered lunchtimes so numbers of people in the lunchroom are reduced;
- Do not congregate in lunch rooms or other areas where people socialise. Do what needs to be done and then leave the area;
- If a face-to-face meeting with people is unavoidable, minimise the meeting time, choose a large meeting room and sit at least one meter away from each other if possible; avoid shaking hands or hugging. Consider holding meetings in the open air;
- Set up systems where clients / customers can pre-order / request information via phone / email / fax and have order / information ready for fast pick-up or delivery; and
- Encourage staff to avoid recreational or other leisure classes or meetings where they may come into contact with infectious people.

Strict adherence to hand washing/hand antiseptis recommendations is the cornerstone of infection prevention and may be the only preventative measure available during a pandemic. ⁸

d. Training Staff for Possible Redeployment

Training staff for possible redeployment during a pandemic should be planned for and implemented in stages. As noted in Section 3, a skills inventory will be conducted among staff to identify persons who have skills, qualifications, credentials or training to assist in the provision of essential services. As part of the preparation stage, this information will be assembled to identify any service areas where there are a minimal number of staff trained in specific tasks. This information will be an indicator for senior management to ensure that more staff receive training in key areas to ensure the Corporation is not stymied in its efforts to deliver service.

As noted earlier, in that each service area consists of essential and non-essential services, General Managers will work with the Executive Directors to determine if there

are sufficient staff within the service areas to cover all essential services. If there are staff shortages or a shortage of staff who have specialized training or credentials, then senior management will contact the Manager of Administration regarding the redeployment of staff, first from within the service area and then from elsewhere in the Corporation, if available.

This strategy has been built on the assumption that staff within a service area will be more familiar with the other service area staff and may have a cursory knowledge of the overall components of the job. Additionally, staff within the same service area should be in an easier position to receive cross-training opportunities from peers and management, if they work within the same service area.

If the Skills Inventory reveals specific essential services which may require cross-training of staff who are outside of their usual service area, the Executive Directors involved will make arrangements to ensure that training opportunities are made available.

Prior to the onset of a pandemic, each department with essential services will ensure that the protocols to provide those service are up-to-date. Executive Directors in essential service areas need to ensure that staffs currently in key positions are made available to assist with training other staff on the pandemic protocols for that department.

e. Keeping the Work Place Clean

During a pandemic, additional measures need to be implemented to minimize the transmission of the virus through environmental sources, particularly hard surfaces (e.g. sinks, handles, railings, objects and counters). Transmission from contaminated hard surfaces is unlikely but influenza viruses may live up to two days on such surfaces.

Influenza viruses are inactivated by alcohol and by chlorine. Cleaning of environmental surfaces with a neutral detergent followed by a disinfectant solution is recommended. Surfaces that are frequently touched with hands should be cleaned often, preferably daily.

Staff will be reminded not to share cups, dishes, and cutlery and ensure they are thoroughly washed with soap and hot water after use.

All magazines / papers will be removed from waiting rooms and common areas (such as tea rooms, kitchens) for the duration of the crisis..

When a person with suspected influenza is identified and has left the workplace, it is important that their work area / office, along with any other known places they have been, are thoroughly cleaned and disinfected.

Air Conditioning

In the New Zealand Pandemic Plan⁹, it is noted that there is scientific and medical evidence that influenza can spread in inadequately ventilated internal spaces. It was recommended that all internal spaces be well ventilated, preferably by fresh air via opening windows, or otherwise by properly designed and maintained air-conditioning systems. As part of workplace health and safety monitoring, the air conditioning systems should be monitored by Parks and Facility Operations to ensure that they are maintained regularly and up to the appropriate standard.

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⁹ (Source: www.moh.govt.nz/pandemicinfluenza, 23 August 2005)

5. Full Pandemic Alert

a. Communications with Emergency Operation Centre

As noted in Section 2, an emergency is defined as the following: “a situation or an impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property.”

The Emergency Operations Centre (EOC) can be activated for any emergency for the purposes of managing an emergency, by maintaining services to the community and supporting the emergency site.

When an emergency exists but has not yet been declared to exist, community employees may take such action(s) under this emergency response plan as may be required to protect property and the health, safety and welfare of the City of Windsor

Upon receipt of a warning of a real or potential emergency, the responding department will immediately contact the City of Windsor Fire Dispatch Centre, to request that the notification system be activated. Upon receipt of the warning, the City of Windsor Fire Dispatch will notify Fire Chief, Deputy Fire Chief, or Planning Officer:

The above personnel will make the determination to consult with the C.A.O., and to activate the system. In a medical emergency, such as a pandemic, the Medical Officer of Health will play a lead role in the decision making process as to the declaration of a public health emergency. The Fire Chief or their designate will notify the Fire Department Dispatch to start the notification procedure. Upon being notified, it is the responsibility of all Community Control Group (CCG) officials to notify their support staff and volunteer organizations. Where a threat of an impending emergency exists, the CCG will be notified and placed on standby.

The Mayor or Acting Mayor of the City of Windsor as the Head of Council is responsible for declaring an emergency. This decision is usually made in consultation with other members of the Community Control Group (CCG).

Upon declaring an emergency, the Mayor will notify:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services.
- City Council;
- County Warden, as appropriate;
- Public;
- Neighbouring community officials, as required;
- Local Member of the Provincial Parliament (MPP);
- Local Member of Parliament (MP).

In a pandemic, the City of Windsor's Administrative Advisory Group (AAG) assumes the role of Community Control Group members at the Emergency Operations Centre. In this role, they work on behalf of the Corporation of the City of Windsor as well on behalf of the residents of the City of Windsor. CCG members will need to be kept fully briefed on the status of service delivery of essential services by employees of the Corporation. This information will then be conveyed to the entire CCG and used to develop strategies for continuity of business within the City. For this reason, issues or challenges which affect service delivery must be funnelled to that decision making body.

Likewise, decisions made by the CCG will be communicated to staff directly through a chain of authority which starts with the CAO or General Managers, as appropriate. Information regarding service delivery which affects the public will be disseminated through the media via the public Information Officer.

b. Communication with Staff as to Changes in Pandemic Status

In a full Pandemic Alert, there will be heightened anxiety among staff which will contribute to the already increased work absences and/or an overall increase in levels of stress for staff who do report to work. It must be accepted that virtually every staff person in the Corporation will have concerns regarding how they can best protect themselves from contracting the virus and how can they protect or help family or friends who are ill.

Communications with staff must strive to address or assist with a wide range of concerns, from questions regarding clients or service delivery in the absence of regular co-workers or supervisors, to assistance in securing information on health care and shelter-in-place suggestions. The Corporation will need to be prepared to be flexible in its response to staff and how it can best assist staff, depending on the severity of the pandemic.

- When the Corporate Plan is activated, staff should receive clear, timely and pro-active communications including information on how the Corporation is handling the situation;
- All staff will receive regular email or paper communication posted on bulletin boards with updates, news and encouraging messages. These communiqués should include the names of acting Senior Management Team members to ensure that in the event of illness, staff in each department know who is in charge;
- The Corporate Pandemic Plan as well as other information identified through the Communication subcommittee will be distributed or made available to staff; Pandemic related web sites, such as the Windsor Essex County Health Unit site will be linked to the Corporate website for easy access;
- Information on health and safety issues and policies should be readily available: Corporate Infection Disease policy, Leave of Absence policy for staff who are ill

or have family members who are ill and the applicability for the Work at Home policy;

- Each Department will establish a “communications tree” so that people can keep in touch, even those persons who are at home or separate locations.
- Staff should be reminded to listen to specific radio stations or monitor specific websites to attain recent information;
- Staff should be advised to either call 3-1-1 or another designated phone number which would be restricted to employee use only;
- Staff who are home ill will be advised to contact the ‘Influenza Coordinators’ for employee benefit information or to request assistance; and
- Staff who choose not to work during the pandemic due to concerns for their own or family’s health, will be asked to notify their supervisor/ manager and will be considered to be on an unpaid leave of absence.

c. Changes to Service Provision

In a full pandemic alert, the City of Windsor will only provide the Essential Services identified in Section 3. Available staff who usually work in areas which have been determined to be non-essential, will be redeployed to either work in essential services areas or to assist in the community.

It is vital that two administrative support persons be assigned the responsibilities of maintaining a running daily log of events, noting who had decision making authority, number of staff, essential services provided, operational issues which arose and how those challenges were overcome. All pandemic-related expenses must be documented and with copies of receipts/ invoices maintained. This information will be needed in the short term by the Executive Director or designate in briefing the General Manager regarding departmental costs to cover the crisis and in the long term as a tool in the debriefing exercise once the pandemic is over and in efforts to collect any available compensation from the Provincial or Federal Government.

During a pandemic, the Administrative Advisory Group (AAG) or their designates will be responsible for monitoring the delivery of essential services through the Executive Directors or designates. If it appears that the services can no longer be offered in a way which protects the health and safety of staff and /or customers, then the AAG may decide to cease that level of operation. These decisions would first be communicated to staff and then to the public.

d. Protocols for Staff who Become Ill and Staff who Return to Work

Assisting Staff Who Become Ill at Work

If a person feels ill, or if someone observes that another person is exhibiting symptoms of influenza at work, they should be instructed to contact an “Influenza Coordinator” by telephone, if at all possible.

An Influenza Coordinator:

- Should avoid visiting this person if it can be avoided – manage the process over the phone;
- Check if the employee has the symptoms of influenza (Information would need to be provided by Coordinator by medical source);
- If the employee does not have any symptoms like those listed, they most likely do not have influenza, and should be reassured but advised to call their doctor if they are still concerned;
- If the employee does have symptoms that match some of those listed, they should be treated as a “suspect case.” It may be helpful to have a staff influenza notification form completed, including details of any staff and/or visitors they have been in contact with. This information will permit the Influenza Coordinator to identify recent movements and monitor well-being of other staff during the pandemic;
- The employee should be informed where they can find a surgical mask and instructed to wear it immediately. This is to help protect other staff;
- The employee should leave work and immediately contact a health professional. This may involve phoning the person’s normal doctor or nurse, or a specially designated centre to seek further advice. The employee’s manager should be informed that they have left work;
- The employee, should, if at all possible, avoid public transportation when leaving work;
- Notify management within suspected person’s area and enlist their assistance in contacting the suspected persons co-workers in order to:
 - Identify contacts;
 - Advise contacts that they have been in contact with a person suspected of having influenza;
 - Ask contacts to go home, and stay at home until advised otherwise; and
 - The employee’s work station should be cleaned and disinfected; and

The Influenza Coordinator needs to establish a system to manage the absence and return to work for the suspected employees and their contacts. Some issues to consider include:

- Advice to the employee on how long to stay away from work (WECHU website should have access to advice once the characteristics of a pandemic are known);
- Decisions on the sick leave and other arrangements;

- Checking on the staff member during his/her absence from work. This will facilitate treatment and tracking down their contacts if they do become ill;

The Influenza Coordinators will need to establish a process for ensuring both that:

- The employee is healthy before allowing them to return to work; and
- That they are encouraged to return to work once they are well.

6. Recovery Process

a. Establish Criteria and Process for Return to Business

According to the City of Windsor Emergency Response Plan, a community emergency may be terminated at any time by:

- Mayor or Acting Mayor; or
- City Council; or
- Premier of Ontario.

When terminating an emergency, the Mayor will notify:

- Emergency Management Ontario, Ministry of Community Safety and Correctional Services.
- City Council;
- County Warden, as appropriate;
- Public;
- Neighbouring community officials, as required;
- Local Member of the Provincial Parliament (MPP);
- Local Member of Parliament (MP).

An official declaration that the pandemic is over, will mark the beginning of the recovery for the Corporation and the City.

Lessons learned from past pandemics include the probability that there will be a 2nd and possibly 3rd wave to the pandemic. However, each subsequent wave may have a decreased affect on the population due to the likelihood that a vaccine may be available and that persons who were ill in the first wave should have an immunity for the virus in subsequent waves. Furthermore, the 2nd wave could occur months or even a year after the first wave has passed.

Therefore, the Corporation will need to regroup fairly quickly to determine its status in terms of staffing, availability of supplies or services from external vendors and the role the Corporation needs to play in the recovery of its citizens and the private, public and not-for-profit sectors.

As a Corporation, there are at least three basic areas to consider: human resources, physical resources and business continuity. This means:

- ▶ How has the pandemic affected the Corporation's employees, customers and workplace; and
- ▶ Has the pandemic affected where customers are served? Is it necessary to close any municipally owned buildings on a short or long term basis, due to staff shortages or for other reasons?

b. Conduct full De-briefing on Status of Corporation

While a pandemic is a variation on the events usually described in literature on disaster recovery, the basic tenets of recovery would seem to be the same for this Corporation. The steps include but are not limited to the following:

- Conduct a thorough review of staffing to determine the number of staff who are still on sick leave or were victims of the influenza. Identify individuals who are able to fill vacant union and non-union positions for an interim period while recovery is initiated;
- The Senior Management Team should be assembled so each Executive Director or designate, can provide a complete overview of the status of their area in terms of staffing needs, services provided during pandemic and post-pandemic capacity and customer needs. These meetings should continue to occur as frequently as needed;
- Designate a Recovery Planning team that includes key personnel from each department that provides a critical service. It is particularly important to have representation from Senior Management, Information Technology, Risk Management, Security and Building Infrastructure.
- The Recovery Planning team will need the full support of City Council to develop a recovery plan with a schedule and budget to restore business continuity for the Corporation;
- Priorities need to be set for the restoration of essential services. This is especially critical in that complex computing functions are required for many of the services provided by the Corporation. Consideration must be given to the needs of the community as provided by the Senior Management Team and notably the service areas which are experiencing a surge in utilization after the pandemic;
- Information needs to be disseminated on the recovery efforts starting with staff, and then to all vendors, support agencies, suppliers, consultants and any partners with which the city has existing agreements;
- The Corporation should identify how it can best meet the needs who staff who have been traumatized, either through personal illness and/or the loss of family and friends;
- Staff needs to receive training in both the recovery plan and their role in the plan;
- Each service area must assemble and submit to the City Treasurer or designate, all supporting documentation regarding pandemic-related expenditures. This information will be required to support insurance claims and/or requests for financial assistance from the Province or Federal Government;
- An assessment or reconstruction may need to occur of valuable records or documents vital to the Corporation; and
- There needs to be clear messaging to the community that the City of Windsor is operational.

Further to the need for documentation, in a declared emergency, the Municipality may be eligible for compensation under the Ontario Disaster Relief Assistance Program.

(ODRAP). This funding is traditionally earmarked for communities that have suffered a natural disaster, such as a flood. However, in the event of a pandemic where there is widespread economic suffering, one may expect Provincial and/ Federal assistance. Requests for assistance will need to be accompanied by thorough documentation for all pandemic-related expenses.

c. Recovery within the Community

“Disasters affect people and businesses throughout the world everyday. Nearly 50% of all business that suffer major losses never fully recover and often they do not re-open. Businesses that plan for disasters by having a Recovery Plan dramatically increase their chances of recovery.”¹⁰

After a disaster, the main work of rebuilding is usually done by the private sector. The role of government in the recovery process, is in re-establishing the confidence of the entrepreneurs, investors and citizens. Local government can consider fulfilling this role in several ways:

- ‘Level the playing field’ by encouraging fairness in the post-pandemic business environment.¹¹ ;
- Ensure public safety;
- Work with the Provincial and Federal Government to quickly assist traumatized citizens by facilitating requests for social assistance either through employment insurance, Ontario Works and other forms of emergency financial assistance;
- Consider opening recovery centres where citizens can go who require emergency food or water provisions, personal care services such as counselling or other services as required; and
- Work with community partners within the private, public and not-for-profit sectors to make recovery a community goal.

¹⁰ Disaster Recovery: Developing a Plan. Charity Roy; Chubb Loss Control; Chubb Insurance; CRM No. 8-2001

¹¹ Economist’s View: The Role of Government in the Recovery from Natural Disasters. October 2005

http://economistsview.typepad.com/economistsview/2005/10/the_role-of_gov.html

APPENDICES

Appendix A

Terms of Reference

Corporate Pandemic Planning Committee

What is Emergency Management?

- ❖ Mitigation: Actions taken to reduce or eliminate the effects of an emergency or disaster
- ❖ Preparation: Actions taken prior to an emergency or disaster to ensure an effective response
- ❖ Response: Actions taken to respond to an emergency or disaster; and
- ❖ Recovery: Process whereby a community is returned to its state of functionality after an emergency occurs. Recovery includes infrastructure, restoration of emotional, social, economic and physical wellbeing. Recovery planning should be based on the community Hazard Inventory and Risk Assessment (HIRA).

Business Continuity Planning is a combination of Mitigation and Recovery Planning

- 1) To develop a Business Continuity plan in the event of a pandemic influenza outbreak for the Corporation of the City of Windsor to ensure continuity of government services:
 - To identify essential municipal and regional services;
 - To identify the number of staff required to provide essential services;
 - To develop protocols to carry out essential services with consideration for reduced staffing and/or redeployment of staff;
 - To identify services which need to be created or expanded in a health crisis;
 - To develop a training and/or implementation protocol which will allow other staff to temporarily shift to new or expanded services;
 - To identify services which will be discontinued for the duration of the health crisis;
 - To identify and develop Corporate policies/directives to support priorities outlined in Contingency plan
 - To identify skills and abilities of Corporate staff for the creation of a Staff Inventory and to identify mechanism to maintain Inventory system.
 - To develop a Corporate Emergency Notification List for each Service Area: Mayor/CAO→GMs→EDs→Managers→Supervisors→ All unionized staff. List should include work, home and cell numbers;
 - Keep council informed

- 2) To determine the roles of staff who can be re-deployed in the community according to the needs identified in the Windsor Essex County Health Unit Influenza Pandemic Plan (WECPIP) in process

- 3) General Operations of Committee
 - Frequency of meetings – every 2 weeks in January, February and March
 - Due to intensity of work – if a member is unable to attend, Minutes of meeting are to be reviewed for comment. Designation of 1 alternate only.

**Appendix B
Workplan
Corporate Pandemic Planning Committee**

Activity	Individual/Persons Responsible	Target Date
1. Develop steering committee	Ronna Warsh/Mary Ellen Bernard	Nov 2005
2. Educate steering committee	Ronna Warsh/Mary Ellen Bernard	Nov 2005
3. Council Report on Planning	Ronna Warsh/Mary Ellen Bernard	Dec 2005
4. Develop Terms of Reference for steering committee and approve them	Mary Ellen Bernard/Kathy Sasso	Jan 2006
5. Obtain Emergency Measures Act - to bring to committee	Mary Ellen Bernard	Jan 2006
6. All General Managers ensure Essential Service Templates done for their areas and prioritization of services during a Pandemic	Ronna Warsh	Jan. 10
7. Meet with Mayor regarding plan for EOC	Ronna Warsh	Jan. 15
8. Meeting with Stakeholders – help with vulnerable – Agency linkages: Public Health Unit, Community Health Subcommittee	Mary Ellen Bernard	Jan. 15
9. Develop policies – ie. work at home – H/R, Vincenza Mihalo, Health & Safety	Vincenza Mihalo	Jan. 30
10. Develop staff contact list	Kathy Sasso	Jan. 30
11. Meet with Union/CANUE	Mary Ellen Bernard/Ronna Warsh	Jan. 30
12. Make presentation at February's Senior Mgmt. Team	Mary Ellen Bernard/Ronna Warsh	Feb. 22
13. Complete Staff Skills Inventory	Kathy Sasso	Feb. 28
14. Identify necessary supplies to be purchased and cost involved (for Council Report)	Kathy Sasso	Feb. 28

Activity	Individual/Persons Responsible	Target Date
15. Council Report on the Plan	Mary Ellen Bernard/Ronna Warsh	Feb. 28
16. Develop communications plan	Brian Worrall	Feb. 28
17. Technology Plan/Needs	Harry Turnbull	Feb. 28
18. Contract a trained and psychological services for staff	Mary Ellen Bernard	To be completed
19. Develop record keeping plan	Mary Ellen Bernard	To be completed
20. Finalize written plan to Council	Mary Ellen Bernard/Ronna Warsh/ Kathy Sasso	April 2006

Appendix C

DRAFT April 3, 2006



COMMUNICATIONS PLAN

**THE CITY OF WINDSOR PANDEMIC COMMUNICATIONS PLAN
(AVIAN INFLUENZA)**

City of Windsor Pandemic Planning Committee

Background

Effective internal and external communications are essential to a coordinated response to an Avian Influenza pandemic. The City of Windsor, working in concert with the Windsor Essex County Health Unit and other levels of government will need to share accurate, timely and consistent information about what is known about community activities and leadership in relation to Avian Flu. During a pandemic, media and public attention will be intense, and information demands will continue over several months. Sustaining public and workplace confidence over that time will be challenging.

The Medical Officer of Health has presented to City Council the Windsor Essex County Pandemic Planning Committee, on which the City of Windsor and various emergency services sit, and the Windsor-Essex County Pandemic Influenza Plan. The committee includes a Communications Subcommittee that has developed a WEC Communications Plan for Avian Flu pandemic. This City of Windsor plan is fully integrated with the overall plan.

Under legislation, the Medical Officer of Health bears a primary responsibility for community health directives, and so he and this community committee carry a substantial burden for community planning for Avian Flu while the City of Windsor bears responsibility for planning general community leadership and delivery of service and emergency service in times of pandemic. Additionally, the Medical Officer of Health, the Mayor and the Corporation of the City of Windsor would be essential to the City of Windsor Emergency Response Plan and the Emergency Operations Centre/Community Control Group in a state of Civic Emergency as declared by the Mayor as a result of Avian Influenza pandemic. Other community public and private organizations are developing internal business/communications at the behest of the Medical Officer of Health and are participating in the Windsor Essex County Pandemic Planning Committee. They may also be summoned to the Emergency Operations Centre by the Community Control Group in time of Civic Emergency.

The Communications Plan of the Communications Subcommittee of the Windsor Essex County Pandemic Planning Committee reflects these responsibilities and divides communications for Avian Flu into two phases, the Preparedness Phase and the Response Phase. These phases are consistent and interactive with pandemic phases outlined in Public Health Agency of Canada and Ontario Ministry of Health and Long term Care communications plans for Avian Flu pandemic.

During the Preparedness Phase, the burden of public communication falls upon the Medical Officer of Health (and the Community Infection Control and Prevention Committee), who continues to implement activities that include continued promotion of the universal Influenza Immunization Plan (non-pandemic) and the promotion of pandemic planning to community organizations, employers, and health care organizations. The Health Unit's Outbreak Team and the Communications Subcommittee of the Windsor Essex County Pandemic Planning Committee are to work together to ensure that all educational materials for the public and health care workers/stakeholders on influenza are accurate, up-to-date and accessible (i.e., languages, literacy levels). These materials continue to reinforce the importance of prevention/mitigation activities.

In preparation for the Response Phase to pandemic, the Health Unit's Outbreak Team and the Communications Subcommittee prepare accurate prevention/mitigation materials for distribution among stakeholders at the schedule of the Medical Officer of Health. The Medical Officer of Health and the Communications Subcommittee identify and coordinate pandemic information sources of the Federal (Public Health Agency of Canada – PHAC) and Provincial Governments (Ministry of Health and Long Term Care – MOHLTC).

The Corporation of the City of Windsor, in preparation for the Response Phase to pandemic, develops its City of Windsor Corporate Pandemic Plan and the City of Windsor Pandemic Communications Plan. In that the City of Windsor is the primary provider of general local leadership and essential local public services, and by mandate and capacity is also a primary support to the Medical Officer of Health in time of pandemic, the City of Windsor Pandemic Communications Plan reflects these roles and can be considered a contributing sub-plan of the Windsor-Essex County Pandemic Influenza Communications Plan. Similarly, both inform the City of Windsor Emergency Response Plan - Communications.

APPROVALS – City Communications plan

Preparedness Phase

Mayor and Council
 CAO, City of Windsor
 City of Windsor Pandemic Planning Committee,
 Medical Officer of Health Dr. Allen Heimann

Response Phase

Emergency Community Control Group/EOC
 Medical Officer of Health Dr. Allen Heimann

Lead

Ronna Warsh: Chair, City of Windsor Pandemic Planning Committee
 Brian Worrall: Communications Lead, City of Windsor (Co-Chair Windsor Essex County Pandemic Planning Committee/Communications Subcommittee; Emergency Information Officer EOC)

GOAL

To develop operational procedures for communications, internal and external, regarding pandemic information.

Objectives

- 1) To assist the WEC Health Unit to develop and maintain procedures for educating the public
- 2) To inform City employees in a timely manner with information regarding “self-care” and reducing the spread of influenza
- 3) To develop procedures and deliver as appropriate to the community of City Council messages or Corporation of the City of Windsor service messages pertaining to Avian Influenza
- 4) To develop communications strategies that seamlessly transition to the communications of the Civic Emergency/Community Control Group
- 5) To develop, maintain and deliver communications in support of the Community Control Group/Emergency Operations Centre in the case of declared Civic Emergency regarding Avian Influenza and related events

STAKEHOLDERS

Mayor and Council

People of Windsor and Essex County

Medical Officer of Health - Windsor Essex County Health Unit

Corporation of the City of Windsor Pandemic Planning Committee

Windsor-Essex County Pandemic Planning Committee - members

Government of Canada – Health Canada – Public Health Agency of Canada

Government of Ontario – Ministry of Health and Long Term Care – Emergency Management Unit

(Windsor-Essex County) Emergency Community Control Group/EOC

City of Windsor Corporate Contingency Planning Committee

County of Essex - Warden

County of Essex - Emergency Coordinator

AUDIENCES

Audiences of this the City of Windsor Pandemic Communications Plan include:

- ▶ all City of Windsor service users, suppliers and partners
- ▶ all City of Windsor employees

Additionally, for messages of the Mayor and Council pertinent to pandemic or messages of the Community Control Group regarding pandemic in time of Civic Emergency, (and consistent with the Windsor-Essex County Pandemic Influenza Communications Plan) audiences include:

- ▶ Public within the circle of the emergency.
 - Concerns: Personal safety, family safety, stigmatization, property protection.
- ▶ Specific language/cultural communities that require translation of messages
 - Concerns: Personal safety, family safety, stigmatization, property protection.
- ▶ Public immediately outside circle of the emergency.
 - Concerns: Personal safety, family safety, interruption of normal life activities.
- ▶ Public health and medical professionals involved in the emergency.
 - Concerns: Resources adequate to respond, personal safety, family safety.
- ▶ Public health and medical professionals not involved in the emergency.
 - Concerns: Ability to respond to patients with appropriate information, access to treatment supplies if needed/wanted.
- ▶ Emergency response and recovery workers.

- Concerns: Resources to accomplish response and recovery, personal safety, family safety.
- ▶ Stakeholders and partners specific to the emergency.
 - Concerns: Inclusion in decision-making, access to information, and other resources
- ▶ Trade and industry.
 - Concerns: Business issues (loss of revenue, liability, business interruption) and protection of employees.
- ▶ Labour.
 - Concerns: Health and Safety,
- ▶ Regional, national and international media
 - Concerns: Personal safety, access to information and spokespersons, deadlines.
- ▶ Elected officials at all levels of government
 - Concerns: Informing constituents, review of statutes and laws for adequacy and adjustment needs, opportunities for expressions of concern, response and recovery resources, liability, leadership, quality of response, recovery planning and implementation, opportunities for expressions of concern, trade and international diplomatic relations.
- ▶ Governments – municipal, provincial, federal – and U.S. all levels
 - Concerns – preparation and administration of response within their own jurisdictions.
- ▶ Key non-governmental organizations – medical associations, Red Cross etc.
 - Concerns: Access to accurate information, updates on specific steps being taken.
- ▶ Industry – pharmaceuticals, medical supplies
 - Concerns: Access to accurate information, updates on specific steps being taken.
- ▶ Outside medical, emergency specialists and organizations, - likely providing comment to media.
 - Concerns: Access to accurate information, updates on specific steps being taken.

CITY INTERNAL COMMUNICATIONS

The Corporation of the City of Windsor’s operating departments are to convey such internal messaging to their employees as appropriate according to their mandates, commitments, administrative practices and existing networks, such as the health care worker information provided by the Medical Officer of Health Windsor-Essex and the Ontario Ministry of Health and Long Term Care or the emergency services network information shared among hospitals, ambulance and Fire & Rescue and police. Health and safety issues and policies need discussion within departments, as do Corporate Infection Disease policy, leave of absence policy for staff who are ill or have family members who are ill, policy for staff who have children at home due to shut down of childcare and school, etc. Similarly, managerial and departmental notification systems or “calling trees” (telephone, e-mail) must be devised and implemented as needed.

In the Preparedness Phase, health and preparedness information will be distributed through the staff Intranet and e-mail systems, and corkboards, as consistent with the corporate direction of the Administrative Advisory Group, Health and Safety protocols, the directives of the Medical Officer of Health regarding community workplace communications in preparation for Avian Influenza, and the information of the Corporation of the City of Windsor Pandemic Planning Committee.

Appropriate materials include influenza and health fact sheets, updates and information links as provided through the WEC Health Unit website (e.g. Centers for Disease Control Checklist for Individuals and Families) and the City of Windsor pandemic plan. Messages include good personal hygiene, social distancing, seclusion by people with influenza symptoms, assisting staff members who become ill, etc. Similarly, basic hygiene notices should be posted in workplaces and washrooms. These communications will be distributed through the Corporation of the City of Windsor by the staff intranet Dashboard, e-mailed linkage to inside and outside websites, internal e-mail linked newsletters and fact sheets, and their supplementary distribution on paper to employees without easy computer access. Employees will also be

able to access News Releases and linkage to pertinent News Releases will be distributed. These services will be provided by the Corporate Communications function. In addition, 311 will be copied on all internal communications

In the Response Phase, the Emergency Operations Centre will be activated. The Community Control Group at the Emergency Operations Centre (EOC), which includes the Mayor and the CAO, will make decisions regarding appropriate provision of City of Windsor services and reporting for duty, and such information will be communicated to corporate managers and/or all corporate staff currently on the job through e-mail internal bulletins. Managers will implement their “calling trees.”

Additionally, internal audiences may be reached, when necessary, through external means. When the Essential Services and staffing redeployment decisions are made at the EOC, the Emergency Information Officer at the EOC will ensure that the information reaches the Citizen Enquiry Coordinator at 311, who will adapt pre-prepared service descriptions to meet the EOC information. This plus select background information pre-supplied by the City of Windsor Pandemic Planning Committee will be the basis for public information given to callers, including employees, by 311 and News Releases issued by the Emergency Information Officer.

In addition to having participated in the Corporate Pandemic Planning Committee, the Corporate Pandemic Plan and the City of Windsor Pandemic Communications Plan, 311 will be copied on all internal communications.

EXTERNAL COMMUNICATIONS

City of Windsor external messaging will be expected to deal with a wide variety of concerns. These concerns will include real information about Avian Flu transmission, symptoms, containment and treatment; the readiness of local, provincial, federal government for pandemic; the readiness of employers for dealing with health and absenteeism. In the Preparedness Phase, the majority of these concerns as directly related to Avian Flu may be directed to the Medical Officer of Health, the WEC Health Unit and its telephone line and website. There may be occasion for statements by Mayor and Council or by the Corporation of the City of Windsor on related topics such as essential services and public understanding of emergency measures that can be handled by customary non-emergency communications procedures.

It is, of course, recognized by all stakeholders that the City of Windsor through its governance and emergency services responsibilities has an essential role in pandemic public communications. In pandemic, the WEC Health Unit will need the communications capacities of the Corporation of the City of Windsor to fulfill its responsibilities. As the public perception of oncoming risk grows, the need for intensive and extensive messaging will grow rapidly. It is at this point that seamless, intensive mass communications become most needed, the Response Phase and the City’s Emergency Response Plan are implemented and the Emergency Operations Centre activated.

At the EOC, City Corporate Communications personnel, having been called up, will conduct Media Relations, using mass media to send essential messages. The City 311 service becomes the chief means of individual public contact. WEC Health Unit Outbreak Team personnel will join 311 staff to inform the public from the 311 call centre. Wherever possible, inquiries will be directed to the WEC Health Unit website for Avian Flu information and bulletins, and to the City of Windsor website. Both sites will be interlinked. Frequent News Conferences will be conducted at the EOC media site (Central Library) and all the protocols of the EOC will be effect. A public service partnership will be set up with local radio stations. Extensive e-mail lists will be used where feasible. Community feedback will be gathered through 311, e-mail responses from the stakeholders of the Windsor Essex County Pandemic Planning Committee, and media monitoring. Pre-produced radio ads and a full page newspaper ad will deliver

public hygiene information. City and Health Unit response will be totally integrated with that of all stakeholders of the Community Control Group.

MEDIA RELATIONS

Spokespersons

- ▶ Regarding City of Windsor preparedness – Mayor and Council, or staff – Ronna Warsh, Chair Corporate Pandemic Planning Committee
- ▶ Regarding pandemic - Dr. Allen Heimann – Medical Officer of Health
- ▶ In Civic Emergency - (Windsor-Essex County) Emergency Community Control Group/EOC

Media Regime – Preparedness Phase

- ▶ News Releases by Medical Officer of Health
- ▶ News Conferences – at Health Unit when appropriate

Media Regime – Response Phase

- ▶ News Releases by Emergency Operations Centre
- ▶ News Conferences – daily/hourly briefing cycle by EOC

Communications Plans

- ▶ Preparedness Phase - Community Infection Control and Prevention Committee Communications Plan
- ▶ Preparedness and Response Phases - Windsor-Essex County Pandemic Influenza Communications Plan
- ▶ Preparedness and Response Phases – City of Windsor Pandemic Communications Plan
- ▶ Response/Emergency Phase - City of Windsor Emergency Response Plan

PUBLIC CONTACT INFORMATION

- ▶ The City of Windsor 311 telephone service as the primary point of individual public contact
- ▶ Development of a WEC Health Unit/Pandemic Website is under way
- ▶ Stakeholders are to maintain their own internal points of contact for employees and client service as part of their business preparedness plans

ISSUES AND KEY MESSAGES

Key messages can be divided into two phases:

- ▶ the Preparedness Phase is publicly addressed by the Windsor Essex Health Unit and internally by the City of Windsor and other major community stakeholders
- ▶ the Response Phase is addressed by the Community Control Group at the Emergency Operations Centre

PREPAREDNESS PHASE

Public Issues

What is pandemic flu?

When will it occur?

How will it affect me?

What can I do to prepare?

Who do I contact for more information?

Key Messages

These focus on general information on pandemic, infection control practices and preparation:

- 1) Pandemic Flu is a worldwide outbreak of flu. Pandemic is different from regular flu because it is a new virus that has not yet been identified. Regular flu strains are generally identified before the flu season arrives.
- 2) It happened three times this century and scientists are predicting it will happen again.
- 3) It could occur at any time.
- 4) Pandemics occur in waves. The virus might be active for a few months, disappear for a few months and then return for a few months.
- 5) Based on Windsor Essex County's population of 402,629, the Windsor Essex County Health Unit estimates that up to 140,920 people (35% infection rate) could be affected by pandemic flu.
- 6) Of those, it is estimated that between 601 and 2113 would require hospitalization.
- 7) Mortality is projected at between 215 and 636 deaths.
- 8) Our health care system, local businesses and families will be affected as we respond to the demands that result from the number of people in Windsor-Essex who will become sick.
- 9) If available and effective, anti-viral medication could prevent/treat pandemic flu.
- 10) If and when available, flu vaccinations will be used to prevent pandemic flu.
- 11) The Windsor-Essex County Health Unit, municipal governments, local hospitals, first response agencies (Police, Fire, Ambulance) and local businesses have been working together to prepare for a pandemic flu.
- 12) If you are at risk for pneumonia – get your pneumonia shot. The most common complication of flu is bacterial pneumonia.
- 13) There are other things you can do to reduce your risk of becoming sick from flu.
- 14) You can prepare by getting your flu shot annually.
- 15) Practice good hygiene (cover your mouth and nose when sneezing or coughing).
- 16) Wash your hands frequently.
- 17) Eat healthy foods (keep your immune system as healthy as possible).
- 18) If you are sick, stay at home.

RESPONSE PHASE

Public Issues

Who is at risk?

What can I do to reduce my risk?

Who should I go to for help?

Who is eligible for anti viral/vaccine?

Will I have to pay? Will my insurance cover the cost?

Who determines eligibility?

Where do I go for more information?

Key Messages

These focus on prevention/infection control practices and access to anti-viral/vaccine:

- 1) Anyone can get sick from pandemic flu. This is a new virus, to which no one is immune.
- 2) You can reduce your risk by practicing food hygiene.
- 3) Eat healthy foods. Keep your immune system fit.
- 4) Cover your mouth and nose when you sneeze or cough.

- 5) Throw your tissues in the garbage.
- 6) Wash your hands frequently.
- 7) Do not shake hands.
- 8) Avoid crowds if you can.
- 9) If you are sick, stay at home.
- 10) The federal and provincial governments are directing the distribution of anti-viral medication and the pandemic flu vaccine.
- 11) If you are (overall eligibility TBA – an essential worker?) you can receive anti-viral medication to prevent or treat pandemic flu.
- 12) Essential workers in healthcare, police and ambulance services will receive the vaccine as soon as it is available. By vaccinating essential service workers, we can ensure that essential services will continue to be provided to the community during pandemic flu. We need to protect them so they can help you.
- 13) There will be a limited supply of anti-viral medication and vaccine to respond to pandemic flu. Pandemic flu is world-wide and companies that can produce the vaccine in Canada can only produce what their capacity allows.
- 14) Viral infections are not treatable with antibiotics – flu is a viral infection. Do not ask your doctor for antibiotics to treat pandemic flu. Antibiotics cannot prevent viral infections and may cause harm.
- 15) If you are at high risk of developing pneumonia – please get your pneumonia shot. Pneumonia is a serious complication of flu.

RESPONSE PHASE – STATE OF EMERGENCY

A state of Civic Emergency or Provincial Emergency may be declared given scientific or popular perception of widespread risk to people. Declaration of Civic Emergency activates the Windsor Essex County Emergency Operations Centre (EOC) and the Emergency Response Plan. The Medical Officer of Health would operate in concert with the EOC. Response Phase issues would be compounded by emergency issues, which include but are not limited to:

Public Issues

- ▶ Confusion and fear if the pandemic virus spreads rapidly, leaving little or no time to prepare
- ▶ Widespread pandemic and simultaneous outbreaks mean Windsor-Essex County cannot rely on remote resources
- ▶ Significant border-crossing problems
- ▶ Shortages of healthcare, emergency and essential services personnel due to illness
- ▶ Essential services will be severely disrupted
- ▶ Shortages of equipment and supplies
- ▶ Vaccine and anti-virals may be limited or not readily available early on
- ▶ Need to cope with large numbers of ill people, from all age groups
- ▶ Working conditions, health and safety, and absenteeism in all sectors
- ▶ Intense public and media anxiety

Key Messages

Emergency key messages will emanate from the Emergency Community Control Group/EOC and will address exigencies of the moment. They will overlay the ongoing repetition of all appropriate Response Phase key messages.

At the discretion of the Emergency Community Control Group/EOC, Response Phase – Civic Emergency key messages can include but not be limited to:

- 1) Public directives, warnings, advice or other messages of the Emergency Community Control Group (Mayor, the Community Emergency Management Coordinator, the Medical Officer of Health, Police Chief, etc.)
- 2) Emergency messages of all levels of government
- 3) Emergency service messages of the health sector
- 4) Emergency messages of community sectors, e.g. large employers regarding suspension of employment, etc.
- 5) Emergency service messages of large providers, e.g. City of Windsor services, Transit Windsor, EnWin Utilities, Bell Canada, large private sector providers, etc.
- 6) Accurate and timely descriptions of current facts regarding pandemic and response
- 7) Demonstrations of reassurance, calm, preparation and leadership
- 8) Appropriate reiteration of personal health and prevention/infection control practices

CRITICAL PATH

SCHEDULE 2006	ACTIVITY	ACTOR
PREPAREDNESS PHASE		
	Community Infection Control and Prevention Committee Communications Plan activities continue – Promotion of Universal Influenza Immunization Plan - MOH speaks to schools, businesses	MOH - Community Infection Control and Prevention Committee
	Internal communications re pandemic preparations by stakeholders, by City of Windsor Pandemic Planning Committee	WEC Pandemic Planning Committee members
	Commence Website first phase – plan and construct	Health Unit communications team (Support by City IT, City website team)
	Develop multilingual, multicultural leaders list and action network	Multicultural Council
	Discuss stakeholder requirements of Website	MOH/WEC community communications
	Enlist of 311 as public point of contact – Health Unit support	311/WEC Communications Subcommittee, City Pandemic Planning Committee
	City of Windsor essential services – develop descriptions	City Pandemic Planning Committee, 311, City Corporate Communications
	Stakeholder internal communications development	WEC committee, City committee, City Corporate Communications
	Establish expectations of Media Regime – Preparedness Phase; News Releases by Medical Officer of Health, Crisis Room and News Conferences at Health Unit when appropriate Response Phase; News Releases by Emergency Operations Centre, News Conferences – daily/hourly briefing cycle by EOC coordinated with Province cycle	City Corporate Communications/ Health Unit Outbreak Team/ WEC community communications
	Liaise with Public Health Agency of Canada and Ontario Ministry of Health and Long Term Care - emergency contacts/protocols	MOH/WEC community communications co-chair/Emergency Information Officer
	Establish linkage among WEC Pandemic Planning Committee, WEC community communications activities and City of Windsor Pandemic Communications Plan activities – through shared internal bulletin distribution/News Release distribution – establish e-mail distribution lists	WEC community communications, 311, City Corporate Communications

Business Preparedness Plans – assess materials, distribution	MOH , WEC community communications, City Pandemic Planning
Establish public service health sheets	MOH - Health Unit Outbreak Team
Establish Public Service Announcements from health sheets – on stand-by for Response Phase	City Corporate Communications/Health Unit communications
Prepare draft Windsor Star full page Public Service Advertisement (“What you need to know about ----“) for stand-by for Response Phase	City Corporate Communications/Health Unit Outbreak Team/WEC community communications
Prepare radio scripts (“What you need to know about -----“) for stand-by for Response Phase. Tentative emergency radio bookings	City Corporate Communications/Health Unit Outbreak Team/WEC community communications
Translate Public Service Information sheets into top Windsor languages	Multicultural Council/Health Unit Outbreak Team
Website online	Health Unit communications (Support by City IT, City website)
Emergency Operations Centre briefing	WEC community communications /Fire & Rescue
Reconfirm community communications call-up list, multi-language call-up list – telephone and e-mail	WEC community communications
Reconfirm WEC community communications/WEC Pandemic Planning e-mail list for bulletins	WEC community communications
RESPONSE PHASE	
Activate Emergency Operations Centre/Emergency Response Plan – call up EOC communications team	Emergency Community Control Group
Call-up of multi-language/leader team to their points of contact as devised by the Multicultural Council	Multicultural Council/ Emergency Information Officer/EOC
Call-up of community communications subcommittee members to their listed points of contact for message relay to appropriate internal audiences	WEC community communications / Emergency Information Officer/EOC
Call-up EOC community leaders, communications assistants, CERV street level volunteers as needed	Emergency Community Control Group
Activate News Cycle – hourly/daily – coordinate to Crisis Communications Network - Ontario Ministry of Health and Long Term Care emergency news cycle	Emergency Community Control Group
News Conference/News Releases hourly/daily	Emergency Information Officer/EOC
Run Windsor Star Public Service ad/ads and radio spots as needed	Emergency Information Officer/EOC

Just-in-time access, redistribution, incorporation of PHAC and MOHLTC News Releases and fact sheets – internal to all WE Pandemic Planning Committee members/WEC community communications, external to community as appropriate - e-mail and fax	Emergency Information Officer/EOC to WEC community communications subcommittee to its internal audiences as appropriate
Bulletins to all WE Pandemic Planning Committee members/WEC community communications – e-mail	Emergency Information Officer/EOC to Subcommittee to its internal audiences as appropriate
Respond to 311 feedback on public concerns (e-mail, telephone in EOC)	EOC/311/Emergency Information Officer
Respond to WEC community communications feedback (by e-mail or through EOC on-site representative)	EOC/Emergency Information Officer/WEC community communications members
Respond to Emergency Services feedback to EOC	EOC/Emergency Information officer
POST RESPONSE PHASE	
EOC debriefings – report to Mayor and City Council, Warden and County Council	EOC
WEC Pandemic Planning Committee debriefing process – report to Medical Officer of Health	All subcommittees
Revision of pandemic communications plans	MOH, Health Unit, WEC Pandemic Planning Committee/Communications Subcommittee, WEC stakeholders, City Pandemic Planning Committee

Appendix D
City of Windsor
STAFF SKILLS INVENTORY CHART

Employee Name: _____
Employee Number: _____
Employee Status(F/T or P/T) _____
Telephone (Home) _____
 (Work) _____
 (Cell) _____

This City of Windsor Skills Inventory is a component of Corporate Emergency Preparedness. All full and part time staff are asked to complete. This chart is not only intended to reflect skills and abilities you currently use in your job, but should also include skills accumulated in school, through former jobs (within the City or outside), your hobbies, volunteer work or general areas of interest.

The following areas represent the municipal services which have been identified as 'essential' in a civic emergency. In those circumstances, there may be a need to ask staff to temporarily assist in the provision of essential services. This inventory is to assist with the process of temporarily redeploying staff, according to skills which staff already possess.

What is the highest level of education you have attained?

List any licenses, certificates, diplomas and training that you have attained and maintained; including levels of First aid, Health and Safety, CPR or other health-related training.

Do you have any academic, work, volunteer or hobby experience in the following areas:

Communications

- excellent verbal & written skills in English **Yes No**
- previous experience working with the media **Yes No**
- ability to communicate & address mass media effectively under pressure to entire community **Yes No**
- website construction and maintenance **Yes No**
- short wave radio operator/experience **Yes No**
- other _____

311

- telephone experience handling numerous calls **Yes No**
- experience working - switchboard **Yes No**
- intake/reception **Yes No**
- communicate effectively under pressure **Yes No**
- knowledge of city depts. & their responsibilities **Yes No**
- Motorola CSR **Yes No**

Health Care/Long term Care

Are you registered with the College of Nurses of Ontario **Yes No**

- Registered nurse **Yes No**
- Registered Practical Nurse **Yes No**

Do you have any Certificates in the following areas:

- Red Seal Certificate (cook) **Yes No**
- Food Service Worker **Yes No**
- Food Handlers **Yes No**

• Personal Support Worker	Yes	No
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• Health Care Aide	Yes	No
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Experience in the following institutional settings/areas:

• Dietary institutional experience	Yes	No
------------------------------------	------------	-----------

• Feeding/care for vulnerable clientele	Yes	No
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• Housekeeping/caretaking in facilities management	Yes	No
--	------------	-----------

-ability to operate floor cleaning equipment	Yes	No
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-ability to operate industrial washers & dryers	Yes	No
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Public Works

Experience in the following settings/areas:

• Operating a wastewater treatment facility	Yes	No
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• Working in a chemistry lab	Yes	No
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• Baiting rodent control traps	Yes	No
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• Repairing traffic lights	Yes	No
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• Repairing electronic components of a traffic light system	Yes	No
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• Inspecting construction projects in the public right of way	Yes	No
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• Traffic Light System	Yes	No
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Are you trained or licensed in any skilled trade, and specify certifications/licenses you may have: i.e. - electrician, mechanic, industrial mechanic, millwright, plumbing, equipment operator, gas pipe fitter, etc.

Do you have a driver's license/licenses?	Yes	No
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Specify the class of license you have - i.e., G, A, B, C, D, E, F, M

Social Services- Ontario Works
Providing emergency assistance:

- | | | |
|---------------------------------------|------------|-----------|
| • Ontario Works experience using SDMT | Yes | No |
| • Knowledge of community resources | Yes | No |

Have you issued:

- | | | |
|------------------------|------------|-----------|
| • Financial assistance | Yes | No |
| • Emergency Housing | Yes | No |
| • Food | Yes | No |

Home Care:

Have you assisted seniors or persons with special needs living in their own homes?	Yes	No
--	------------	-----------

Elaborate: _____

Technology/Computer skills

Do you have knowledge/experience in the following: Personal computers (hardware & software)	Yes	No
Microsoft products	Yes	No
AMANDA	Yes	No
Laboratory Management System(LMS)	Yes	No
People Soft	Yes	No
WEB: Construction/Internet/ Intranet	Yes	No
Card Access	Yes	No
CLASS	Yes	No
SDMT	Yes	No
3-1-1 Phone system	Yes	No
Corporate Phone systems	Yes	No
Do you currently have a computer at home with highspeed internet access	Yes	No

Languages:

Other than English, list languages you are able to fluently speak, read, or write in:

_____	Speak	Read	Write
_____	Speak	Read	Write
_____	Speak	Read	Write

Do you know Sign Language?	Yes	No
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Financial skills

Do you have experience in the following areas:

Payroll	Yes	No
Accounts payable	Yes	No
Purchasing	Yes	No

Do you have any other skills, which you think may be useful in a civic emergency?

Thank you for your assistance. The information gathered will be kept in a confidential location by the Managers of Administration within each department and only used in preparation for, or during a civic emergency.

Appendix E

THE CORPORATION OF THE CITY OF WINDSOR POLICY

Service Area:	Client Services	Policy No.:	DRAFT MAY 12, 2006
Department:	Human Resources	Approval Date:	
Division:	Health & Safety	Approved By:	
		Effective Date:	
Subject:	WORK AT HOME POLICY IN THE EVENT OF AN EMERGENCY	Procedure Ref.:	
		<i>Pages:</i>	Replaces:
			Date:

1. POLICY

- 1.1 The Corporation of the City of Windsor has a role to play in preparing for, responding to and recovering from an emergency situation, such as a pandemic. This policy references “**designated employees**”, those who have been asked to work at home during a declared emergency or as requested by the Mayor of the City of Windsor during a crisis situation.

It is critical that clear direction be given, both in regard to this policy and as conditions may warrant, to City staff who have been directed to work at home during a Mayoral declaration of an emergency or any other significant crisis as warranted by the Mayor.

- 1.2 Confidentiality requirements, both legislative and corporate driven, shall remain intact to the extent possible.

2. PURPOSE

- 2.1 The goal of this policy is to provide assistance and guidelines to the employer and supervisory/management staff to manage employees who have been designated to work at home due to mayoral direction relating to an emergency or crisis situation.
- 2.2 The overall goal of these plans is to minimize serious illness and societal disruption in the event of an emergency. Effective, timely, regular and accessible communication to all City Staff, in conjunction with coordination of emergency response team efforts would continue in an effort to provide effective delivery of City services designated as ‘essential services’ when a mayoral declared emergency situation arises.

- 2.3 The focus of this policy is to provide guidance to the employer as it relates to the tenets of occupational health & safety and the legislative requirements of the Workplace Safety & Insurance Act (WSIA).
- 2.4 Further, this policy sets out direction and guidance to those “designated employees” who have been directed by the Mayor to work at home during an emergency situation.

3. **SCOPE**

- 3.1 This policy applies to all City of Windsor employees who have been authorized by their supervisor/manager to work at home (“persons working at home”) due to a mayoral declaration of a pandemic or other emergency situation. Information related to who has been authorized to work at home during an emergency situation will be communicated to Human Resources, and if appropriate, to Information Technology.

4. **RESPONSIBILITY**

- 4.1 In relation to this Policy, all staff members should be aware of their respective roles and responsibilities as outlined in both this Policy and the Corporation of the City of Windsor Corporate Pandemic Plan. Additional roles and responsibilities will be at the direction and discretion of Provincial and Federal agencies and authorities in the event of a Provincial or Federal Emergency Declaration.
- 4.2 Managers/Supervisors would be expected to monitor the work of an employee who is working at home as they would with other employees. Should performance issues become a problem, and then Managers/Supervisors should deal with those issues as they would with any other employee with a productivity problem.
- 4.3 Prior to declaring a municipal emergency, the Mayor or his/her Designated Alternate may consult with the Medical Officer of Health, Chief Administrative Officer (CAO), Administrative Advisory Group (AAG), or other stakeholders as deemed appropriate to determine whether or not an emergency exists and if so, this “state of emergency” will be communicated as a “Declared Emergency” in the form of a signed declaration made in writing. This signed declaration will be forwarded to the Premier of Ontario or the Solicitor General of Ontario or designated alternate in accordance with the *Ontario Emergency Management Act*. The Mayor or designated alternate may officially declare an emergency to exist, and may designate any municipal area as an emergency area. If an emergency is declared, it may be done before, during or after activation of the Emergency Response Plan.
- 4.4 This declaration is to be based on a situation or an impending situation that threatens public safety, public health, the environment, critical infrastructure, property, and/or economic stability and exceeds the scope of routine community activity. The Mayor may request employees to work at home if it is felt an emergency situation is pending, prior to an official declaration is authorized.

- 4.5** The Mayor of the Corporation of the City of Windsor, or the Premier of Ontario may declare a municipal emergency terminated at any time. Upon termination of a municipal emergency, the Mayor, designated alternate, or designate(s) will be responsible for notifying by whatever means available, all affected agencies and personnel.
- 4.6** It is recognized that not all work at home arrangements will involve employees using personal computers. However, it is expected that the majority of arrangements will involve the use of personal computers. Employees who are requested by the Corporation to work at home and need to be supplied with the necessary equipment will need to have this equipment supplied by Information Technology through their Manager. Equipment supplied by the Corporation will be owned by the City and would revert back to the City when the employee is no longer working at home.
- 4.7** Information Technology will be responsible for establishing the rules for modem connections to ensure adequate security.
- 4.8** The Executive Director of Human Resources is responsible for ensuring this Policy is reviewed annually or more frequently as may be required, such as in the event of changes to applicable legislation or issues identified as the result of emergency drills or other eventualities.
- 4.9** Communicating this Policy and related procedures, protocols and guidelines, other than the Corporation of the City of Windsor Emergency Response Plan, is the responsibility of the Executive Director of Human Resources through his/her representatives.
- 4.10** Regular communication amongst all affected persons shall be maintained to the extent possible given the nature of the emergency and circumstances, which may affect the ability to communicate effectively. The frequency and scheduling of said communications may be determined prior to an emergency being declared, or modified as may be identified or required before or during an emergency. Land lines (telephones), faxes, e-mails, hard copy documentation, cell phones, hand held portable 2 way radios, radio broadcasts or other means of communication as may be applicable in the circumstances should be considered. Employees are encouraged to contact 311 during an emergency situation for updated information and guidance.
- 4.11** An employer has an obligation and responsibility to adhere to the reporting requirements of the Workplace Safety & Insurance Act (WSIA) in the event of a work related accident sustained by a person who works at home as a result of the implementation of this Policy.
- 4.12** Employers and workers should follow, to the best of the employers and workers ability to do so, the tenets of related Health and Safety Guidelines as produced by agencies such as the Ontario Ministry of Labour and associated Safe Work Agencies. Compliance with these guidelines during such a crisis as a pandemic, as they apply to persons working at home, is voluntary and self-regulating from a purely legislative perspective. Persons working at home on behalf of the City of Windsor fall outside the purview of the Ontario Ministry of Labour (MOL) from an enforcement perspective.

- 4.13** In order to minimize the risk of liability issues arising under the Ontario *Workplace Safety & Insurance Act*, all employees designated to work at home are required to perform a Workplace Hazard Analysis/Risk Assessment as outlined in the Corporate Policy/Guidelines for Employees Working At Home.

5. APPLICABLE LEGISLATION, REGULATIONS AND GUIDELINES

- 5.1** At this time, the Ontario Occupational Health & Safety Act (OHSA) does not apply to “persons working at home,” and therefore does not apply, legally, under this Policy.
- 5.2** This policy is governed by the following statutes, policies, collective agreements and related guidelines:
- Occupational Health & Safety Guidelines as may be produced by the Ontario Ministry of Labour
 - Ontario Workplace Safety & Insurance Act;
 - Ontario Employment Standards Act;
 - Ontario Human Rights Act;
 - The Municipal Freedom of Information and Protection of Privacy Act;
 - Collective Agreements negotiated between the City of Windsor and any of its local unions/associations;
 - Municipal Pandemic Plan Policy and applicable Emergency Preparedness Policies.
 - Any additional Emergency Response or similar Guidelines as may be made available at the time of, or produced during an emergency event, such as a pandemic.

6. RECORDS, FORMS AND ATTACHMENTS

- City of Windsor’s Internal Accident/Incident Form
- WSIB Employers Report of Injury/Disease
- WSIB Policy Documents 15-02-02 - Definition of Accident
- WSIB Policy Documents 12-02-01 - Definition of Worker
- WSIB Policy Documents 12-04-03 - Special Cases (Worker Coverage – Emergency Workers)
- “Working at Home General Safety guidelines”
- Occupational Health & Safety Guidelines (MOL, IAPA, CCOHS, WHSC etc.)

AS DISCUSSED THESE GUIDELINES AND APPENDICES WILL BE TRANSFERRED TO A PAMPHLET FORMAT, PLEASE REVIEW IF THERE ARE OTHER ITEMS YOU WISH INCLUDED

WORKING AT HOME GENERAL SAFETY GUIDELINES:

Please note, these Guidelines are intended as a brief overview for employees working at home during an emergency and are in no way recommended to replace corporate Health and Safety training.

Should the Mayor, as in the instance of a pandemic, declare an emergency, or direct staff to work at home, City of Windsor Managers and Supervisors should make use of the following guidelines for managing staff members directed to work at home:

Workplace Hazard Analysis/Risk Assessment: It is recommended that the employer and the worker should, together, to the extent possible, perform a Workplace Hazard Analysis/Risk Assessment and then make reasonable efforts to correct any hazards identified in the area of the home identified by the worker as the proposed work area. If for example the work requires the use of office equipment (computer, printer, scanner, fax machine, copying machine, etc.) it is recommended that the area be inspected by the worker utilizing the employer provided Hazard Assessment Checklist and guidelines, for potential hazards, and that work be done in a safe manner.

How to perform a Workplace Hazard Analysis/Risk Assessment:

There are five recommended steps that employers and workers should follow to facilitate a proper risk assessment:

1. Identify any hazards:

Employers and workers should work together to perform an initial risk assessment prior to the commencement of work, identifying what may cause harm to persons working at home, or other people, as a result of the work being done in the home. Persons working at home can help by identifying the hazards for their employers. This may be accomplished via a Hazard Assessment Checklist (below) supplied by the employer and completed by the worker, or by other available means.

2. Decide who might be harmed and how:

Employers and workers should work together to identify who may be affected by the work done at home and how they may be affected; this may include persons working at home, and members of the household, including children, household pets, or visitors.

3. Assess the risks and take appropriate action to remove them or reduce them as far as possible.

Employers and workers, working together, may identify a hazard that might pose a risk to the persons working at home or anyone's health or safety in the home. The employer and worker should discuss what steps should be taken to eliminate, or reduce those risks as is reasonably practicable. What needs to be done depends on whether the hazard is a high or low risk. Employers and workers determine this by looking at what type of harm or injury may arise and how often it may happen. Employers and workers, working together, may be able to remove hazards altogether or take steps to lower the risk to an acceptable level. For example, in the case of loose wires from work equipment, they could be tucked away under a desk or table, or secured neatly round the furniture out of the way.

4. Record the findings:

Employers and workers should work together in ensuring an initial risk assessment is performed and documented prior to commencing work. Regular follow up risk assessments may be conducted and documented based on a schedule and recording mechanism as defined by the employer in co-operation with the worker.

5. Check the risks from time to time to take further steps if needed.

It is important for employers and workers to conduct and document additional risk assessments from time to time, especially if there is a change in working procedures. The assessment needs to take into account any new hazards that may cause harm to the health or safety of persons working at home, or other people affected by the change in working conditions.

Hazard Assessment Checklist for Some Common Hazards:

Handling loads: Handling loads can cause serious injury, particularly to the back. Employers and workers should work together to minimize, to the extent practicable the need for manual handling. However, if persons working at home must handle goods as part of their work, employers and workers should work together to assess and reduce the risks associated with manual handling, for example by providing training and/or lifting aids to prevent injury.

The checklist below highlights some activities that may increase the risk of back injury:

- Handling loads that are heavy, bulky, difficult to grasp, or unstable
- Awkward lifting, reaching or handling;
- Pushing or pulling;
- Repetitive handling that does not allow enough rest time between loads
- Twisting or stooping

Safe Lifting Techniques can help reduce the risk of lifting injuries:

- Keeping the feet apart, bending the knees and keeping the back as straight as possible
- Keeping the load as close to the body as possible
- Keeping the twisting of the torso to a minimum if turning to one side
- Lifting or carrying goods in small amounts
- Wrapping the load or using gloves if it has sharp edges
- Using a table or bench as a halfway resting point.

Using Work Equipment at home:

Employers who provide persons working at home with equipment to carry out their work should work together with workers to, to the extent practicable, to ensure that:

- Equipment is correct for the job that is being done
- Proper information or training is provided on how to use the equipment, so that the job can be done properly and safely.
- The equipment being used is checked regularly and kept in a condition that does not cause harm to the persons working at home or others
- Staff who are testing the equipment or training the persons working at home are properly trained themselves, so that they provide the correct information and training.

- The machine being used has protective equipment, for example a machine guard to prevent the persons working at home, or anyone else, from being injured when it is in use;
- The necessary personal protective equipment is provided for using the work equipment safely.
- The equipment has the right controls to allow the work to be done safely, for example the controls should be clearly marked and properly positioned.
- Checks on equipment are carried out safely; for example machines are switched off while being checked.

Using Electrical Equipment for working at home:

If persons working at home use electrical equipment provided by the employer as part of their work, the employer is responsible for maintenance and repairs. The employer is responsible only for equipment supplied by the employer. The maintenance and repair of electrical outlets and other parts of domestic electrical systems are the responsibility of persons working at home.

Steps to prevent harm or injury when using electrical equipment in the home:

- Ensure electrical equipment is turned off before it is checked
- Check that plugs are not damaged
- Check the domestic electrical systems are adequate for electrical equipment
- Check plugs are correctly wired and maintained
- Check that the outer covering of the cable or wire is gripped where it enters the plug or equipment
- Check that the outer cover of the equipment is not damaged, for example look for loose parts or screws.
- Check leads, wires or cables for damage to the outer covering
- Check for burn marks or staining to suggest overheating
- Repair electrical equipment that may cause harm or injury to the persons working at home
- Check that there are no trailing wires; if there are, tuck them out of the way, either under a desk or table, to prevent accidents.

Working with Video Display Terminals (VDT's):

When working with VDT's, it is important for persons working at home to adjust their workstation to a comfortable position and take breaks from work. Remembering to stretch and change position regularly can help reduce tiredness and prevent pains in the hands, wrists, arms, neck shoulders and back. A 5-minute rest break is recommended for every 55 minutes of work at a VDT. (CSA Standard Z412-M89 Rest Breaks for VDT Operators). VDT's should be placed in a position where lighting will not cause reflections or glare on the screen.

- Is the screen clear, readable and without flicker?
- Is the screen free from glare and reflections?
- Are the brightness/contrast controls properly adjusted to prevent eyestrain?
- Is there suitable lighting?
- Is the keyboard placed ergonomically correct?
- Is the screen and computer clean i.e. free from dust and dirt?
- Is there enough space in general and under the desk to allow for free movement?
- New and expectant mothers have applicable guidelines to follow with the use of VDT terminals.

FIRST AID

It is recommended that persons working at home consider keeping a well-stocked first aid kit in their homes. This is a sound practice from a family safety perspective.

Using Substances and materials for working at home:

Employers should be aware of the potential hazards of substances and materials the employer provides to persons working at home.

Be aware of the following when required to use work with substances, materials or chemicals that may pose a risk:

- Are they flammable, toxic or corrosive?
- Do they give off vapours?
- Are they stored safely, for example could any children reach them easily?
- Does anyone suffer from dizzy spells, feel sick or have headaches related to the substance, material or chemical?
- Does anyone suffer from skin rashes or irritation related to the substance, material or chemical?
- Does anyone suffer from asthma?
- Ensure you identify hazardous substances by looking at hazard warnings on labels.
- All hazardous substances should be handled as per employer recommendations and manufacturer regulations.
- Supply protective personal equipment as required such as gloves or mask or even exhaust ventilation where opening the window may be inadequate to protect the health of the person working at home.
- Take all reasonable steps to encourage the person working at home to use control measures, such as personal protective equipment properly.
- Informing, instructing and training persons working at home regarding the nature of substances and materials they are asked to work with; and the risks created by exposure to those substances and materials and the precautions they should take.

Appendix F

The City of Windsor Pandemic Plan has been created through efforts of the **City of Windsor Pandemic Planning Committee**, and an amalgamation of information from numerous documents, including the following:

City of Windsor Emergency Response Plan; Revised January 2006

<http://www.citywindsor.ca/000277.asp>

Windsor Essex County Health Unit; Pandemic Influenza Plan; Revised February 2006

<http://www.wehealthunit.org>

Public Health Agency for Canada. Pandemic Influenza Plan

<http://www.phac-aspc.gc.ca/cpip-pclcpi/index.html>

Ontario Ministry of Health and Long Term Care, Influenza Pandemic Plan

http://www.health.gov.onv.ca/english/providers/program/emu/pan_flu/ohpip_mn.html

Halton Region Health Department. Pandemic Influenza Response Plan

<http://www.region.halton.on.ca/health>

Planning Guide for Infrastructure Providers, Ministry of Economic Development, Government of New Zealand; October 2005

<http://www.moh.govt.nz/pandemicinfluenza>

The following websites offer more information about pandemic and business continuity planning:

Centres for Disease Control and Prevention

<http://www.cdc.gov/flu/avian>

Background information about avian influenza, how it is spread, vaccines, outbreak information, travel advice and professional guidance

World Health Organisation

http://www.who.int/csr/disease/avian_influenza/en/index.html

Updates of global situation, pandemic phases, fact sheets

Vancouver Coastal Health

<http://www.vch.ca/public/communicable/pandemic.htm>

Chapters for private sector organisation planning, local government planning and self-care, as well as other topics. User-friendly “hand-outs”.

Emergency Management Act

http://www.e-laws.gov.on.ca/DBLaws/Statutes/English/90e09_e.htm

Canadian Red Cross Disaster Services

<http://www.redcross.ca>

