

# Pandemic Planning

*It's a Lot More than Social Distancing and Hand-Washing*

---

February 10, 2015



# Today's Agenda

---



- ▶ Introductions
- ▶ Infectious disease planning
- ▶ Planning 101
- ▶ Planning 601
- ▶ Highlights of a recent Ebola workshop
- ▶ Wrap-up

# Infectious disease planning

---

*It's more than pandemic planning*

# Key points and assumptions

- ▶ Epidemic: affecting or tending to affect a disproportionately large number of individuals within a population, community, or region at the same time
- ▶ Pandemic: occurring over a wide geographic area and affecting an exceptionally high proportion of the population
- ▶ An epidemic may impact your people and perhaps your market
- ▶ A pandemic will impact your people and your market
- ▶ Pandemics are not the only health threat with the potential to impact our people, place of business, the markets we serve, and our bottom line



Ebola, malaria, ...



Measles, Ebola, flu, ...

- ▶ Infectious disease plans address more than an influenza pandemic

# Planning 101



---

*Preparing to keep people safe and available*

# The basics: WHO aligned checklist

WHO Phase	Response Considerations
<b>Inter-pandemic</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Continue with normal / planned business continuity program efforts</li> <li><input type="checkbox"/> Monitor world events and key information sources for news and trends</li> <li><input type="checkbox"/> Maintain accuracy and completeness of Business Recovery Plans</li> </ul>
<b>Alert</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Advise employees on safe hygiene practices</li> <li><input type="checkbox"/> Equip travelers to high risk destinations with prudent supplies and information</li> <li><input type="checkbox"/> Stockpile essential supplies and equipment</li> <li><input type="checkbox"/> Apprise company and management periodically on pandemic news</li> </ul>
<b>Pandemic</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Activate security procedures</li> <li><input type="checkbox"/> Deactivate employee IDs for all non-critical personnel</li> <li><input type="checkbox"/> Activate on-site health screening procedures</li> <li><input type="checkbox"/> Commence on-site housing of essential/approved personnel</li> <li><input type="checkbox"/> Define response to government mandated travel restrictions</li> <li><input type="checkbox"/> Conduct management meetings to discuss situation and WHO prognosis</li> <li><input type="checkbox"/> Validate contents and reference information within plan</li> <li><input type="checkbox"/> Consider cancellation/virtualization of all non-essential events and meetings</li> <li><input type="checkbox"/> Limit out-of-town travel</li> <li><input type="checkbox"/> Notify all laptop users to take them when they leave for home each day</li> <li><input type="checkbox"/> Set-up health screening equipment</li> <li><input type="checkbox"/> Set-up on-site housing capabilities</li> <li><input type="checkbox"/> Establish controlled entry point</li> <li><input type="checkbox"/> Activate and announce employee communication channels</li> <li><input type="checkbox"/> Alert vendors &amp; suppliers of the situation and confirm their participation</li> <li><input type="checkbox"/> Restrict visitors from access to company work areas</li> <li><input type="checkbox"/> Issue revised/new HR policies as necessary</li> </ul>
<b>Transition</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> De-escalate practices and policies enacted as prudent given the global and local circumstances</li> </ul>

# An perhaps more...

---

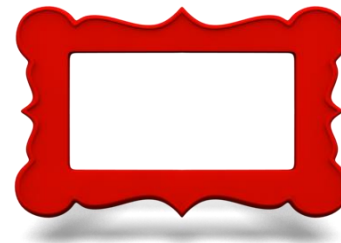
- WHO and other agency site monitoring
- ID response teams
- ID command centers
- Succession plans
- Individual site health plans
- Revised HR policy planning
- Stockpiling of materials and protective equipment
- Security and screening procedures
- Family support services
- BIA expansion for ID outbreaks
- Skill-centric single points of failure and proximity risk analysis
- Business strategy what-if analysis
- Departmental response strategies
- Revised operational policy planning
- ID exercises

# The basics: formalize a plan

- ▶ Put a wrapper around it; check the box
- ▶ Satisfy a management obligation
- ▶ Keep the financial services regulators at bay
- ▶ Keep customers conducting a 3<sup>rd</sup> party risk assessment at bay



- ▶ But these rarely consider the true big picture...





# Planning 601

*Preparing the business for the broader market impact*

# Real examples of dealing with the broader impact

## Bank

- ▶ Impact: Less lobby traffic and more drive-thru, ATM and online banking
- ▶ Challenge: More tellers working closely at drive-up stations, more frequent ATM “fills”, and higher volume of help desk calls

## Media Company

- ▶ Impact: Inability to sustain the personnel essential to keeping the news on the air
- ▶ Challenge: Providing a comfortable living space for core personnel to remain on site for an extended time period

## Pharmaceutical Company

- ▶ Impact: QA staff essential to production could be impacted
- ▶ Challenge: Keeping a sufficient (increased) quantity of products in the distribution network to weather a manufacturing plant closure

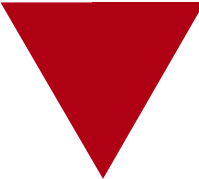
# Other considerations



- ▶ Validating that activity/departmental BC plans consider the ID possibilities and potential impacts
- ▶ Expanding exercise options to include ID strategies
- ▶ Assuring critical vendors have given this thought as well and that you are comfortable with what to expect

## Highlights of a recent Ebola workshop

---

- 
- ▶ Workshop Scope, Goals and Objectives
  - ▶ Outbreak Considerations
  - ▶ Ebola Threat to IT Availability
  - ▶ Ebola Response Stakeholder View
  - ▶ Ebola Strategy / Planning Assumptions
  - ▶ Ebola Related Good Practices
  - ▶ Strategy Option Considerations

# Workshop Scope, Goals and Objectives

---

**Scope:** IT organization

**Goal:** Advance IT's readiness to address an Ebola related incident

## **Objectives / Workshop Segments:**

1. Define Key Ebola-related Threats
2. Discuss and list Proactive / Precautionary Measures that can be taken in advance of an Ebola incident
3. Discuss and list all Response Strategies necessary to support, manage and control an Ebola incident as it unfolds
4. Develop an Action Register for next steps, ownership and timeline

# Outbreak Considerations

---

- ▶ Local, unpredictable outbreaks
- ▶ Significant fear factor once an outbreak is “local”
- ▶ Direct government intervention with the patient, workplace, and organization
- ▶ Expansive news coverage of individual outbreaks
- ▶ Potential significant reputational impact to organizations – especially healthcare organizations

# Ebola Threat to IT Availability



## People

- Employees
- IT Contractors / Extended Workforce
- Visitors for IT



## IT Facilities

- Data Centers
- NOC/SOC
- IT Executive & Administrative Offices



## IT Vendors

- Information Providers
- Support Services



## IT Services

- Information Security
- Tape Backup and Off-site Storage

- Work force unavailability
- Work place inaccessibility
- Resulting in degradation or cessation of services over time
  - High-touch / hands-on services
  - Locations with high concentration risk

# Ebola Response Stakeholder View





# Ebola Related “Good Practices”

- ▶ Identify IT services that would be compromised over time by a loss of “hands-on” efforts
- ▶ Test IT Incident / Crisis Management Team working remotely
- ▶ Monitor CDC website / news and evaluate any IT as the situation evolves
- ▶ Identify local office of emergency management and health services, especially in areas where you have critical IT facilities
- ▶ Ensure you have multiple IT Incident / Crisis Management leaders and they are cross trained
- ▶ Encourage Flu Shots
- ▶ Test remote management of DC Operations can be accommodated if the facility is closed
- ▶ Test VPN connectivity to ensure a large spike in connectivity can be accommodated
- ▶ Assign responsibility for preparing and issuing all internal and external IT announcements and communications ahead of time
- ▶ Educate the IT workforce on good hygiene and social distancing
- ▶ Ensure you are engaged with your travel agency to monitor Hot Zones and Airports for your IT travelers
- ▶ Ensure your IT facility cleaning services are adequate and are capable of addressing Ebola

*Sources: CDC, WHO, Gartner, Sungard AS*

# Ebola Strategy / Planning Assumptions

---

- ▶ CDC procedures and protocols will most likely:
  - Continue to evolve based on global monitoring impacting what we define today
  - Supersede CVS' own health related procedures and protocols at time of outbreak
  
- ▶ Employees and contractors who are exposed, symptomatic or infected should not be counted on for any work productivity
  
- ▶ Facilities or work areas affected/quarantined may result in:
  - Facility or work area unavailable until specialized cleaning can take place
  - 100% of affected area work force unavailable for up to 21 days
  
- ▶ High touch-point IT services may need to be shut down or their service levels / reliability may degrade significantly within 21 days

# Strategy Option Considerations: Loss of Work Force

*Baseline strategies used when defining an organization's reactionary and precautionary strategies*

Precautionary	Reactionary
<ul style="list-style-type: none"><li><input type="checkbox"/> Distribute work force across multiple work locations</li><li><input type="checkbox"/> Distribute work force between on-site and work from home</li><li><input type="checkbox"/> Establish rotation schedule assuring 50% of work force is working from home</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Resume Efforts Upon Availability of Work Force</li><li><input type="checkbox"/> Reallocate Workload Responsibilities/Priorities Locally</li><li><input type="checkbox"/> Transfer Workload Internally to &lt;alternate work force&gt;</li><li><input type="checkbox"/> Transfer Workload Externally to &lt;3rd party provider&gt;</li><li><input type="checkbox"/> Transfer Workload to Temporary Work Force</li></ul>

*Note: Focus should be on high concentration work teams*

# Strategy Option Considerations: Loss of Work Place Access

*Baseline strategies used when defining an organization's reactionary and precautionary strategies*

Precautionary	Reactionary
<ul style="list-style-type: none"><li><input type="checkbox"/> Restrict visitor access</li><li><input type="checkbox"/> Restrict facility access to personnel returning from Ebola “hot spots” (requires confirmation with HR prior to adoption)</li><li><input type="checkbox"/> Enable continual awareness of social distancing and personal hygiene protocols</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Resume Efforts Upon Availability of Work Place</li><li><input type="checkbox"/> Relocate Mobile-ready Work Force to Work Remotely</li><li><input type="checkbox"/> Relocate Non-mobile-ready Work Force to Work Remotely</li><li><input type="checkbox"/> Relocate Work Force to Internal &lt;location name&gt; Work Area Recovery Center</li><li><input type="checkbox"/> Relocate Work Force to Alternate Company Location</li></ul>

*Note: Applies to non-exposed, symptomatic, or diagnosed personnel*

# Strategy Option Considerations: People-Enabled IT Services

*Baseline strategies used when defining an organization's reactionary and precautionary strategies*

Precautionary	Reactionary
<input type="checkbox"/> Distribute IT Service Across Multiple Locations	<input type="checkbox"/> Suspend Services - Resume Upon Availability of Work Force <input type="checkbox"/> Sustain Services Until Compromised

*Note: These strategies apply to IT services that require people to be on-site in order to undertake and/or control them*

# Strategy Option Considerations: Loss of Vendor Services

Baseline strategies used when defining an organization's reactionary and precautionary strategies

Precautionary	Reactionary
<ul style="list-style-type: none"><li><input type="checkbox"/> Identify / on-board alternative vendor(s)</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Resume Efforts Upon Availability of Vendor's Services</li><li><input type="checkbox"/> Obtain Replacement Services at Time of Vendor Service Loss</li><li><input type="checkbox"/> Continue Operations Without Vendor's services</li></ul>

*Note: Focus should be on vendors with high concentration risk*

# Wrap-up

---

# Highlights of Discussion

---

- ▶ Planning for a loss of availability of personnel extends beyond a pandemic scenario
- ▶ Infectious disease outbreaks can affect a more than people - markets and buying patterns will change and need to be proactively addressed
- ▶ Understand the ID programs of your critical vendors



# For more information contact:

---

John Beattie FBCI, CTPRP

908-399-5092

[john.beattie@sungardas.com](mailto:john.beattie@sungardas.com)

# Notices

---

©2014 Sungard Availability Services. All Rights Reserved.

This document contains Sungard Availability Services' confidential or proprietary information.

Sungard Availability Services is a trademark of SunGard Data Systems Inc. or its affiliate used under license. The Sungard Availability Services logo by itself is a trademark of Sungard Availability Services Capital, Inc. or its affiliate. All other trade names are trademarks or registered trademarks of their respective holders.