

**UNIVERSITY OF CINCINNATI, OHIO
EMERGENCY OPERATIONS PLAN
HAZARD-SPECIFIC ANNEXES**

ANNEX H-6

PANDEMICS

A. Purpose

- 1) The purpose of this annex is to establish procedures for taking the proper emergency preparedness and response actions for a pandemic involving a novel flu strain

B. Command and Communications

- 1) The Sr. Vice-President for Administration and Finance will serve as the overall University Incident Commander.
- 2) The Director of the Department of Public Safety will be the Operations Branch Director, and the Director of University Health Services will serve as the Planning Branch Director, as well as Liaison Officer.

C. Assumptions

- 1) A pandemic involving a novel flu strain will occur. The unknowns are time, extent, severity, and amount of warning. The extent and severity will determine both the impact on society and the response actions taken.
- 2) In modern society, with a very high level of personal mobility, large numbers of persons may be affected across wide geographical areas. This will have an impact on the delivery of essential services.
- 3) Allocation and delivery of medical care will have to change from normal standards and methods. There will not be sufficient in-patient beds to provide care for all those affected in a severe pandemic.
- 4) An influenza vaccine specific to the pandemic strain will most likely not be available until very late in the pandemic, and may not be available until after the pandemic has run its course. The production of flu vaccine will take six to eight months after the identification of the novel virus.
- 5) Existing anti-viral medications may have limited or no effect upon the novel flu strain.

D. Concept of Operations

- 1) Responsibility for overall University planning will rest with the Emergency Preparedness Committee. Responsibility for overall University direction during an incident will rest with the President's Cabinet, through the Incident Commander. Each College and

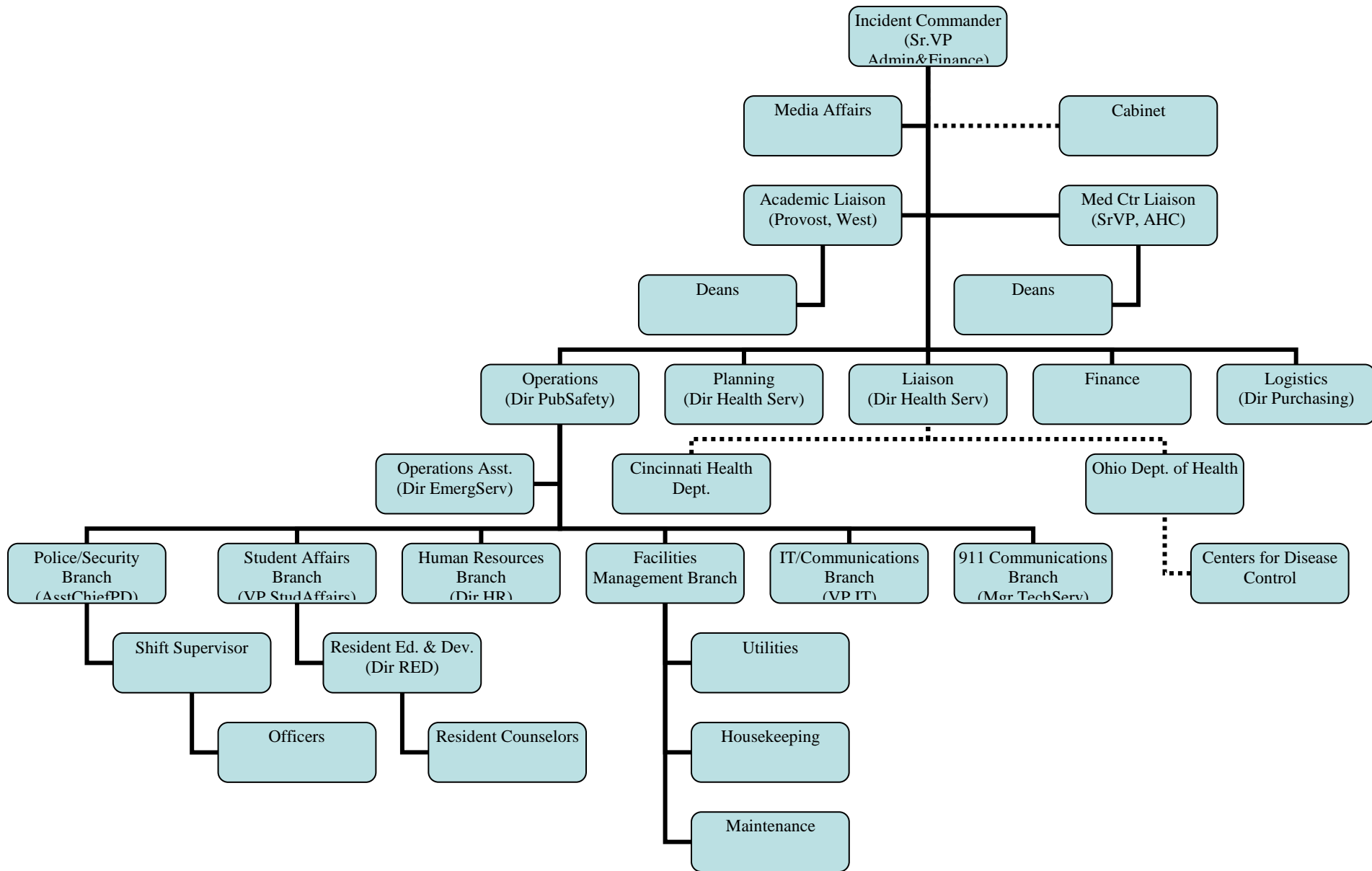
Department will be responsible for planning and preparation for their role within the overall University plan.

- 2) The plan will operate in four phases, based upon identification and distribution of a novel flu virus.
 - i. Phase 0 is the inter-pandemic phase, where no inter-human infection has occurred from a novel flu strain
 - ii. Phase 1 is the alert phase, where inter-human transmission of a novel flu virus (of any severity) has been identified.
 - iii. Phase 2 is the pandemic phase, where cases at a Severity Index of 2 or higher have been identified in the Ohio-Kentucky-Indiana region.
 - iv. Phase 3 is the campus epidemic phase, where cases at a Severity Index of 2 or higher have been identified on the UC campus.
- 3) Movement from Phase 1 to Phase 2 and 3 will be determined by the Severity Index, as well as the location and number of cases. In general, a pandemic with a severity index of 1 does not require moving to Phase 2 or 3.
- 4) Severity Index is a measure of the case fatality rate. A pandemic with lower mortality does not require as extensive of intervention as one with a higher mortality rate.
- 5) The primary focus of the plan during Phase 0 will be planning for the incident, and providing public education.
- 6) The primary focus of the plan during Phase 1 will be education for the University community, preparation, and liaison with the relevant health authorities.
- 7) The primary focus of the plan during Phase 2 will be reducing the number of events and activities that pose the potential for spreading the virus, and preparation for operations with reduced staffing.
- 8) The primary focus of the plan during Phase 3 will be medical treatment and isolation of affected University community members, and maintaining critical functions of the University.
- 9) The University is dependent upon multiple vendors for operation. These vendors are expected to provide support to UC for critical functions according to their own emergency plans. The University expects to maintain normal utilities, including water, heat, power, telephone, and computer. In the event of external support failures, the University will maintain critical systems internally to the extent possible. This may result in non-critical systems being shut down.
- 10) Support of infrastructure will be provided in priority order:
 - i. Life safety systems
 - ii. Residential and patient care housing utilities
 - iii. Communications systems (radio, telephone, e-mail, critical

web pages)

- iv. Water and heat to non-residential research and administrative spaces**
- v. Core IT systems (SAP)**
- vi. Research systems where interruption will cause loss**
- vii. All other**

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University of Cincinnati
Flu Pandemic Response by Phases

Pandemic Response Phases:

Phase Zero – No inter-human infection has occurred from a novel flu strain

Phase One - Confirmed cases of human-to- human transmission of avian or other novel flu strain

Phase Two - Suspected case(s) of a Severity Index 2 or higher pandemic on campus, or suspected/confirmed cases in continental United States

Phase Three – Confirmed case(s) on campus, or multiple confirmed case(s) in Ohio, Kentucky, Indiana of a Severity Index 2 or higher pandemic

	Phase 1	Phase 2 (in addition to Phase 1 actions)	Phase 3 (in addition to Phase 2 actions)
UC Emergency Preparedness Committee	<ol style="list-style-type: none"> 1. Monitor situation 2. Update Pandemic Annex to Emergency Operations Plan. 3. Essential personnel receive fit test & training on N95 and PAPR respiratory protection from Environmental Health & Safety (EH&S) 	<ol style="list-style-type: none"> 1. Essential personnel receive N95 or PAPR respirators from EH&S 2. Emergency Preparedness Committee Chair activates Emergency Operations Center [EOC] as needed (business hours) 3. Review options regarding cancellation of classes and mass gatherings. 	<ol style="list-style-type: none"> 1. Maintain contact among Emergency Preparedness Committee 2. Make recommendation regarding cancellation of classes and mass gatherings.

	Phase 1	Phase 2 (in addition to Phase 1 actions)	Phase 3 (in addition to Phase 2 actions)
Incident Commander (Sr.VP, Admin & Finance)	<ol style="list-style-type: none"> 1. Communicate with City of Cincinnati Health Department regarding planning and surveillance 2. Communicate and benchmark with Xavier University, Ohio State, Northern Kentucky University, University of Kentucky, Case Western Reserve University Health Services and EH&S Depts. 3. Establish communication with Cabinet and Deans regarding status of preparedness. 4. Update Emergency Operations Plan with Emergency Preparedness Committee and Chair, Emergency Preparedness Committee 5. In conjunction with the Emergency Preparedness Committee, issue communication(s) to campus community regarding status of disease spread, self protection and university response. (e-mail, website, town meetings, posters) 6. Compose communications with University Relations for the campus community regarding signs/symptoms, protocol for referral of suspected cases. 7. 	<ol style="list-style-type: none"> 1. Notify City of Cincinnati Health Department of any suspected or confirmed cases 2. Notify Student Affairs, Psychological Services, Central Clinic, REACH, and UHS Mental Health Clinic 3. Notify Housing & Dining on number of potential contacts that may require isolation. 5. Essential personnel receive respirators 	<ol style="list-style-type: none"> 1. Emergency Operations Center (EOC) activated full time, notify Hamilton County EOC 2. Recommend temporary closure of building(s) and suspension of student and academic activities to University President as required 3. Implement plans for health care in residence halls. 4. Inform UHI EOC. 5. Ensure that each essential function is covered.
Public Safety	<ol style="list-style-type: none"> 1. UHS and EH&S trains dispatchers, security, and police on pandemic flu. 2. Alert UHS if encountering individual(s) with flu-like symptoms. 3. Essential personnel receive fit test and training on respiratory protection from EH&S 	<ol style="list-style-type: none"> 1. Implement policy on family care and isolation/quarantine as required 2. Essential personnel receive N95 or PAPR respirators 	<ol style="list-style-type: none"> 1. Maintain public order 2. Secure buildings & post signs 2. Coordinate with Coroner's office as needed

	Phase 1	Phase 2 (in addition to Phase 1 actions)	Phase 3 (in addition to Phase 2 actions)
Facilities Management	<ol style="list-style-type: none"> 1. Identify building ventilations systems. 2. Essential personnel receive fit test and training on respiratory protection from EH&S 	<ol style="list-style-type: none"> 1. Essential personnel receive respirators from department 2. Increase facility cleaning and disinfection 	<ol style="list-style-type: none"> 1. Stand by to shut off utilities as directed by Incident Commander, if necessary
Environmental Health & Safety	<ol style="list-style-type: none"> 1. Assess respiratory protection plan and resources. 2. Contract with hazardous material company for professional cleanup. 3. Train and fit essential personnel for respirators 	<ol style="list-style-type: none"> 1. Arrange for additional medical waste pickups. 2. Distribute respirators to essential personnel. 	<ol style="list-style-type: none"> 1. Assist with testing and transport of specimens 2. Assist UHS
President's Office	<ol style="list-style-type: none"> 1. Receive information from Incident Commander 2. Review content of internal and external public information bulletins and announcements. Work with University Relations to select appropriate university spokesperson(s) for media reporting. 3. Essential personnel receive fit test and training on respiratory protection from EH&S 4. Based on U. S. State Department recommendations, University recommends campus community not to travel to affected countries. 	<ol style="list-style-type: none"> 1. Advise Board of Trustees, Cabinet on response options. 2. Evaluate information on institutional effects of the incident and set response priorities as appropriate. 3. Essential personnel receive respirators 4. Consider restricting movement on and off campus for activities/athletic events. 	<ol style="list-style-type: none"> 1. Provide oversight for student, staff, & faculty family notifications if appropriate. 2. Authorize temporary suspension of classes or closure.

	Phase 1	Phase 2 (in addition to Phase 1 actions)	Phase 3 (in addition to Phase 2 actions)
University Public Relations	<ol style="list-style-type: none"> 1. Draft internal and external bulletins and announcements with the emergency Preparedness Committee for potential Phase 2 and 3 actions. 2. Establish emergency information hotline system. 3. Assist University Health Services with developing a public health campaign for social distancing and personal protection actions. 	<ol style="list-style-type: none"> 1. Appoint liaison to interface with the UC Emergency Preparedness Committee 2. Write and record bulletins and updates on the University's Emergency Information Hotline and webpage 3. Write scripts for web page with approval from Emergency Preparedness Committee 4. Request to campus that faculty and staff and their families to report all flu cases to designated phone line 	<ol style="list-style-type: none"> 1. Organize phone banks, if necessary (phone banks can refer callers to emergency services, take messages, support rumor control) 2. Establish a University Media Relations Center: coordinate press releases, and manage news teams and interviews, etc.
Residence Education and Development	<ol style="list-style-type: none"> 1. UHS trains essential personnel on risks and response. 2. Identify potential rooms and/or buildings to be used for quarantined students. Update by semester based on current occupancy. 3. Notify current occupants in spaces that will be needed of the potential or need for them to move. 4. Ensure emergency response menu is planned for various degrees of need. 5. Stockpile additional food stuffs and water. 6. Ensure food delivery process is planned and delivery supplies are on hand. 7. Essential personnel receive fit test and training on respiratory protection from EH&S 	<ol style="list-style-type: none"> 1. Set up RED command center and recall essential personnel. 2. Enact emergency phone contact tree. 3. Identify meal delivery need and method for quarantined students. 4. Communicate situation and needs to owners and landlords of rented properties. 5. Identify roles of essential staff: leadership, communications, food production, food delivery, 	<ol style="list-style-type: none"> 1. Activate plan to isolate students in conjunction with the guidance from University Health Services, in conjunction with the City of Cincinnati, and Hamilton County Health Departments.

	Phase 1	Phase 2 (in addition to Phase 1 actions)	Phase 3 (in addition to Phase 2 actions)
		maintenance and housekeeping. 6. Essential personnel receive respirators 7. Activate emergency locator tracker on housing website for use by displaced students to report their temporary addresses.	
Risk Management	1. Identify risk exposures for which insurance can and cannot be obtained including associated financial impact. 2. Identify steps that must be taken to monitor and protect insurance coverage. 3. Benchmark risk management response and insurance coverage options with peer universities.	1. Communicate with insurance carriers on evolving campus issues.	1. Assess actual risk/insurance claim issues.
University Health Services	1. Post entry door notifying patients with influenza profile and have traveled to (or have been visited by persons from) affected countries to call 584-4457. 2. Isolated exam room 3. Respiratory protection equipment in place. 4. In-service training for avian flu. 5. Follow State, County, and City of Cincinnati protocol for patient testing. 6. Monitor UHS workers.	1. Isolate and monitor suspected cases. 2. Identify contacts of suspected cases. 3. Communicate with parents of suspected cases and explain procedure. 4. Initiate prophylaxis of contacts based on strength of patient presentation.	1. Locating people contacted by patient. 2. Arrange for screening of people who have had contact. 3. Arrange for counseling services 4. Assist RED with coordinating care for residential students.

	Phase 1	Phase 2 (in addition to Phase 1 actions)	Phase 3 (in addition to Phase 2 actions)
	<ol style="list-style-type: none"> 7. Essential personnel receive fit test and training on respiratory protection from EH&S 8. Policy on transporting individual to hospitals. 9. Provide information to Public Relations for poster, e-mail campaign on self protection. 	<ol style="list-style-type: none"> 5. Update Incident Commander 6. Establish phone triage lines for UHS, Psychological Services, and Central Clinic. 7. Psychological Services and REACH initiates pre-event counseling for essential personnel. 8. Essential personnel receive respirators. 	
IT and Telephones	<ol style="list-style-type: none"> 1. Assess supplemental telecomm./computing hardware/software needs: <ul style="list-style-type: none"> • Student Affairs • UHS • University Relations • Psychological Counseling Center • Human Resources • Telecommunications • International Student Services 2. Assess needs for webpage support. 3. Develop plan for adding volunteers to public email addresses. 4. Develop plan for distributing telephone calls to homes or phone banks. 5. Purchase/contract for supplemental telecommunications/ computing hardware/ software needs. 	<ol style="list-style-type: none"> 1. Publish messages from University Relations on a periodic basis on UC's web's front page. 	<ol style="list-style-type: none"> 1. Update information on web front page 2. Assist with email message distribution 3. Maintain critical systems operations

	Phase 1	Phase 2 (in addition to Phase 1 actions)	Phase 3 (in addition to Phase 2 actions)
Student Affairs	<ol style="list-style-type: none"> 1. UHS trains International Student Services, Psychological Services, REACH, RAs, on avian flu. 2. ISS monitors student travelers entering from effected regions and assists with communication to international students and their families. 3. ISS formulates and rehearses plan to address needs/support for graduate and commuter students. 4. RAs – Formulate and rehearse plan to address needs/support for undergraduates. 5. Student Life – Formulate and rehearse plan to address needs/support for Greek organizations. 6. Identify division personnel available for telephone support work. 7. Receive fit test and training on respiratory protection from EH&S 	<ol style="list-style-type: none"> 1. Arrange for monitoring/delivery of medications, other goods and services to isolated cases. 2. Assist with relocation of students for quarantine 3. Assist with telephone consultation and support. 4. Essential personnel receive respirators from EH&S. 	<ol style="list-style-type: none"> 1. Identify student events where confirmed patients have attended. 2. Residential staff assists UHS.
Human Resources	<ol style="list-style-type: none"> 1. Prepare alternate payroll and timekeeping policies and procedures 2. Prepare a call-off policy 3. Prepare policy for alternate deployment of University staff to provide critical functions 	<ol style="list-style-type: none"> 1. Make preparations for alternate payroll and timekeeping 	Activate call-off policy.
Colleges	<ol style="list-style-type: none"> 1. Update emergency contact and continuity of operations plans 2. Identify personnel available for re-assignment to support critical functions in other areas of UC 3. Conduct training of critical personnel on pandemic issues 4. Stockpile necessary food/water/supplies for 	<ol style="list-style-type: none"> 1. Maintain contact with University EOC for status updates 2. Distribute updated information to employees and students in college 	<ol style="list-style-type: none"> 1. Implement closing and alternate function plans 2. Reassign available personnel to support other critical functions

	Phase 1	Phase 2 (in addition to Phase 1 actions)	Phase 3 (in addition to Phase 2 actions)
	supporting critical functions (ex. - medical care for residential students, staff phone banks) 5. Identify shut-down procedures for research processes		

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Pandemic Severity Index

Severity Index	Case Fatality Rate	Expected Number of Deaths in Ohio	20 th Century US Experience
1	<0.1%	<3,000	Comparable to seasonal flu
2	0.1 to <0.5%	3,000 to 14,000	1957, 1968
3	0.5 to <1.0%	14,000 to 27,000	None
4	1.0 to <2.0%	27,000 to 55,000	None
5	=>2.0%	Over 55,000	1918 Pandemic

Cancellation of large public events, classes, and closure of residence halls is dependent upon both the severity index and the response phase. For example, the CDC recommends no cancellation of classes in a severity index 1 pandemic at any phase. However, short term closures are recommended for a severity index 2 or 3 pandemic at phase 2 or 3. Prolonged closures are likely in a severity index 4 or 5 pandemic. All recommendations for cancellations or closures will be driven by current recommendations of the CDC, Ohio Department of Health, local health authorities, and University Health Services.