

PROCEDURES

TITLE: Pandemic Influenza Plan - Procedures	Number: SS103B - 07
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1. Policy

Refer to Policy Number SS103 -07

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1.0 Introduction

1.1 Purpose

Centennial’s Pandemic Influenza Plan has been created to help ensure the college is prepared and has a plan in place in the event of an influenza pandemic. The planning principles used to prepare this plan are to safeguard the health and wellbeing of College community members, to protect the academic mission through continuity of core activities and to protect the long-term interest of the College. This includes implementing preparedness activities at each stage leading up to, during and after a declared pandemic.

The plan will identify issues that may be anticipated in the event of a pandemic. Departments identified within the plan will develop specific practices and procedures based on the identified issues. Implementation of the plan with these practices and procedures will ensure the College can continue to provide services in a safe manner ensuring that the health of the community is the prime parameter in all decisions and actions for as long as possible in the event of a pandemic.

1.2 Background Information

Influenza is a common virus that is present in the community, usually on a seasonal basis. An *influenza pandemic* is a worldwide influenza epidemic, resulting in a global health emergency as the population has little or no immunity to the circulating strain.

The World Health Organization (WHO) monitors the outbreak of influenza throughout the world, utilizing a classification system to predict the likelihood of an influenza outbreak reaching pandemic proportions. This phased system guides planning efforts and is incorporated into federal, provincial and municipal plans.

Inter-pandemic phase New virus in animals, no human cases	Low risk of human cases	1
	Higher risk of human cases	2
Pandemic alert New virus causes human cases	No or very limited human-to-human transmission	3
	Evidence of increased human-to-human transmission	4
	Evidence of significant human-to-human transmission	5
Pandemic	Efficient and sustained human-to-human transmission	6

World Health Organization – Phased Response System

As of Oct’07, the WHO and many other health organizations believe the world is very close to experiencing an influenza pandemic, possibly triggered by a current strain of influenza - H5N1, more commonly known as the Avian flu.

Because of the Avian flu and past SARS experiences, there is heightened public awareness, including the need for governments, health organizations, public and private organizations to be prepared for a pandemic stretching for months; with “waves” lasting six to eight weeks. While it is impossible to predict the magnitude of a pandemic, businesses could be faced with an absenteeism rate of 25% or more and possible death rate of up to 0.1% of the population. These numbers will affect all members of our community and lead to absenteeism for those who are ill, caring for the ill, or perhaps afraid to leave home. There is also the potential for broken supply chains and consumer panic. The more dire predictions include fuel and food shortages and possible utility failures.

1.3 Centennial Pandemic Influenza Planning Team

To ensure continuity of services in a safe and healthy manner, the College Executive Team designated the Emergency Preparedness Response Team to form a Pandemic Planning Group for the purpose of producing a Pandemic Influenza Plan under the Emergency Preparedness Policy. Planning team members were selected from critical areas, to ensure the breadth and depth of essential information is included in the plan. The planning Team is co-chaired by the Manager, Safety and Security Services Planning and Operations and Dean of Students-Student Life Enhancement, who is responsible for preparing the plan, based on the expertise and information provided by team members.

Regular meetings of the planning team will be mandated, to ensure members are aware of pandemic information

and for the purpose of preparing and updating the College pandemic plan, as new information becomes available.

Planning team members are required from the following critical areas:

- Academic Programs
- Business Development (Including: Corporate Training, Continuing Education and International Education)
- Safety and Security
- Facilities and Services
- Marketing and Communications
- Information Technology Division
- Office of Equity and Inclusivity
- OPSEU 559
- Day Care
- Student Success and Enrolment
- Human Resources
- Financial Planning
- Centennial College Student Association Inc
- Residence
- OPSEU 558
- President's Office

The mandate of the Planning Team is to provide information and make recommendations in order to support the Emergency Preparedness Response Team and the Executive Team, as follows:

1. To minimize the impact of a pandemic by identifying and addressing issues that may affect college operations.
2. Contribute information and expertise for the purpose of creating a pandemic plan.
3. In the event of a pandemic, monitor the implementation of the plan in order to recommend revised/new procedures.
4. Develop recommendations/requirements for cancellation of activities or closures.
5. Post-pandemic, address the effectiveness of the plan and recommend changes for future.

An action strategy to implement the plan is as follows:

1. Create the Planning Team.
2. Prepare/review the draft plan.
3. Obtain further stakeholder input i.e.: union representatives, student government, administrative staff association, etc.
4. Submit the plan to the Executive Team for approval and develop budget for approval and allocation of funds, as necessary.
5. Distribute the plan to key personnel for education and awareness.
6. Ensure and oversee that departments identified in the plan develop procedures to support the plan.
7. In the event of a pandemic, implement the plan.

1.4 Planning and Preparedness - Government

All three levels of government have published pandemic plans. The City of Toronto Pandemic Influenza Plan (2005) is a comprehensive document that addresses all aspects of a potential pandemic, including minimizing societal disruption.

The City's plan predicts between 392,000 and 914,000 individuals living in Toronto will become ill and further estimates that, of those that become ill:

- 45% will not require medical care;
- 53% will require care by their physician;
- 1.5 to 2% will require hospitalization;
- 0.16 to 0.47% will not survive the virus.

The College's Pandemic Influenza Plan will harmonize with the City of Toronto's Pandemic Influenza Plan to ensure overall effectiveness and integration.

Outlined below are links to the World Health Organization, Canada's, Ontario's and Toronto's Pandemic information Websites and plans:

- World Health Organization:
www.who.int/crs/disease/influenza/pandemic/en/index.html
- Public Health Agency of Canada:
www.phac-aspc.gc.ca/new_e.html
- Ontario's Health Plan for an Influenza Pandemic:
www.health.gov.on.ca/english/providers/program/emu/pan_flu/pan_plan.html
- Toronto's Pandemic Plan:
www.toronto.ca/health/pandemicflu/index.htm
- Toronto Pandemic Influenza Plan,
Planning Guide for Colleges and Universities:
www.toronto.ca/health/pandemicflu/index.htm

2.0 Planning Approach

2.1 General Planning Assumptions

The following planning assumptions have been utilized in the College plan, based on the City of Toronto's Pandemic Influenza Plan:

- The College's Pandemic Influenza Plan is an evolving document. It will be reviewed annually and updated as new information is received from substantiated sources. i.e. Toronto Public Health, Ontario Ministry of Health and Long-Term Care, Public Health Agency of Canada or the World Health Organization.
- The severity and mortality will likely be more significant than the seasonal flu and it's likely to affect all populations and age groups. Children and otherwise healthy adults will be at greater risk than older adults who may have residual immunity from exposure to previous flu viruses. The actual effects won't be known until the pandemic virus emerges.
- The impact of illness will likely be significant, affecting multiple areas and jurisdictions in Toronto, Ontario, across Canada and around the world. There is an anticipated infection rate of 15 – 35% during the first wave of influenza.
- There will be very little lead time between the World Health Organization declaring a Pandemic and it affecting the City of Toronto and the College.
- There will be multiple waves of influenza pandemic activity.
- Absenteeism (student and employee) may exceed 25% during the first wave.
- College activities will need to be modified, curtailed or cancelled, in order to protect the health and safety of the college community. In an outbreak with significant health symptoms, the college may well need to close.
- The nursing and other Health Sciences programs with placements in hospitals and other medical facilities will be impacted more so than other programs due to the relationship between the College, the students in these programs and the potential effects on the health care system. (i.e.: possible requests from public health for assistance by nursing students, effects on clinical placements, etc.)
- The requirement for increased hygiene and infection control practices will be essential to reduce the spread of the virus.
- The need for timely and relevant information from a trusted source is essential. Example: Toronto Public Health. Communications will need to address the multicultural and multilingual aspects of the College community.
- The health care system may be overwhelmed making it difficult for members of our community (especially those living in Residence) to obtain health care and/or accurate health information.
- The psychological impact on the college community and wide spread societal anxiety will be significant.
- Supply chains for resources from many sectors may be disrupted.
- The College will liaise and take directions from Toronto Public Health on all matters related to pandemic planning and response.
- Additional funding will be required pre-pandemic and during the pandemic in order to provide additional hygiene supplies and food supplies and for the necessary educational campaigns.
- In the event of a Pandemic the College will follow the Incident Command structure set-up under our

Emergency Preparedness Plan.

2.2 Legislative Framework

In the event of a pandemic, the legislation that will apply includes, but is not limited to:

- **Health Promotion and Protection Act**

The Health Promotion and Protection Act requires Boards of Health to provide or ensure the provision of a minimum level of public health programs and services in areas such as control of infectious and reportable diseases, health promotion, health protection and disease prevention. Regulations under the *Act* assist in controlling the spread of communicable and reportable diseases.

- **Emergency Management Act**

The Emergency Management Act establishes the requirements for emergency management programs and plans in Ontario. Municipal bylaws are required in order to adopt the emergency plans.

- **Personal Health Information Protection Act, 2004 (PHIPA)**

PHIPA regulates the collection, use and disclosure of personal health information by health information custodians. Consent is usually required to collect, use or disclose personal health information. However, the *Act* also specifies situations when this is not required. In the event of a pandemic, disclosure of personal health information to the Chief Medical Officer of Health or Medical Officer of Health without consent is permitted, if for a purpose related to the Health Promotion and Protection Act.

- **Occupational Health and Safety Act**

The Occupational Health and Safety Act imposes a general duty on employers to take all reasonable precautions in the circumstance to protect the health and safety of workers. The duties of workers are, generally to work safely and in compliance with the Act and Regulations.

2.3 College Policy

The college's Health and Safety Policy shall apply which states in part:

"It is the Policy of Centennial College to ensure a safe and healthy working and learning environment."

The College Emergency Preparedness Policy and Plan shall apply and govern how the College responds to a Pandemic Emergency.

3.0 Pandemic Influenza – General Information

3.1 Influenza

Influenza, also known as the flu, is a common respiratory illness caused by a virus and is highly contagious. It occurs primarily on a seasonal basis. The majority of influenza is transmitted from person-to-person by droplet spread or direct contact. Droplet spread usually occurs by sneezing, coughing, talking or singing. The droplets can spray up to one meter and land directly in the eyes, or be breathed in through the nose or mouth. Direct contact refers to skin-to-skin contact or kissing. For example, shaking hands with someone who has infectious mouth or nose secretions on their hand (perhaps from covering their mouth while coughing) may result in the transfer of the virus.

For most adults, the period of communicability is from approximately 24 hours before, and up to 3-5 days after symptoms develop. The incubation period is one to three days.

While half of the influenza infections show no symptoms, the other half demonstrate a number of symptoms ranging from mild to severe:

- Sudden onset of fever, headache, chills, muscle aches, physical exhaustion, dry cough
- Subsequent onset of sore throat, stuffy or runny nose and worsening cough
- Children may feel nauseous, vomit or have diarrhea
- Elderly and those with compromised immune systems may not develop a fever

Most people will recover in 7-10 days.

For most individuals, the seasonal flu is not life threatening. Those most seriously affected are very young children, individuals with chronic medical conditions and the elderly. This is usually attributed to the increased risk for developing complications, such as pneumonia.

A new influenza vaccine is developed every year based on current and emerging viral strains identified through worldwide surveillance.

3.2 Pandemic Influenza

Pandemic influenza is a worldwide occurrence of influenza, which constitutes a global health emergency. Influenza pandemics have the capability of causing serious illness and mortality as the population has little or no immunity to the circulating strain. Historically, influenza pandemics occur every 35 – 40 years.

A pandemic starts when three conditions have been met:

1. A new influenza virus subtype emerges
2. It infects humans, causing serious illness
3. It spreads easily and is sustainable among humans

3.3 Avian Influenza

Avian influenza or the “bird flu” is a contagious disease of animals caused by a virus that normally infects only birds, but has, on rare occasions crossed the species barrier to infect humans. The first recorded instance of human infection with the current strain of avian flu (H5N1) occurred in 1997.

World attention is focused on the H5N1 strain as a possible cause of an influenza pandemic. While this particular strain may not trigger a pandemic, there is agreement by health experts that the possibility is high and one is overdue.

3.4 Potential Health Impact on Centennial Community

Pandemic influenza can result in as many as 15% to 35% of the population becoming ill. Previous influenza pandemics occurred in multiple waves with each wave lasting six to eight weeks in length.

The following table provides information regarding the possible impact on Centennial employees and students who may fall ill during an influenza pandemic, based on the 15% to 35% infection rate:

Group	Population Fall 2006	15% Infection Rate	35% Infection Rate
Employees:			
Full-time Faculty	413	62	145
Full-time Support	356	53	125
Part-time Faculty	200	30	70
Part-time Support	340	51	119
Administration	110	17	39
Employees – Total	1419	213	497
Students:			
Full-Time Post Secondary	8,281	1,242	2,898
Full-time International	657	99	230
Continuing Education	10,097	1,515	3,534
Students – Total	19,035	2,856	6,662

It is estimated that of those who contract the pandemic influenza:

- 45% will not require medical care, but will need health information
- 53% will require treatment by a family doctor or similar care
- 1.5 – 2% will require hospitalization.
- 0.16 - 0.47% mortality rate.

4.0 Pandemic Planning Roles and Responsibilities of Various Organizations, Agencies, and the College.

4.1 World Health Organization

The World Health Organization (WHO) is responsible for influenza surveillance worldwide in order to detect prevalent and emerging strains. In addition, WHO is responsible for coordinating a global response.

Specifically related to pandemic influenza, it is the responsibility of the World Health Organization to:

- Conduct world-wide surveillance and reporting of disease
- Identify the beginning of a pandemic through the use of the phased response
- Co-ordinate global response to a pandemic
- Provide recommendations on the management of a pandemic

4.2 Federal – Public Health Agency of Canada

The Public Health Agency of Canada (PHAC) is responsible for coordinating the nation-wide health response to pandemic influenza. PHAC liaises with various international organizations to support surveillance, coordination and investigation activities including those related to vaccine programs. The Prime Minister is responsible for declaring a federal emergency.

4.3 Provincial – Ontario Ministry of Health and Long-Term Care

The Ministry of Health and Long-Term Care (MOHLTC) is responsible for coordinating the province-wide response to an influenza pandemic, including the declaration of a provincial emergency by the Premier.

4.4 Municipal – Toronto Public Health

Although Toronto Public Health (TPH) is the City of Toronto's lead agency in the event of a pandemic, many other departments play critical roles. It is anticipated TPH will provide colleges, including those with residences with information related to pandemic planning and potential services that may be provided during an influenza pandemic. It is the responsibility of the Mayor or their designate to declare that an emergency such as a pandemic exists in the city.

Toronto Public Health has formed a workgroup representing metro colleges and universities for the purpose of providing information regarding pandemic planning that are unique to our environment. They have also developed a Planning Guide for Colleges and Universities which is available on the web at:

www.toronto.ca/health/pandemicflu/index.htm

4.5 College Responsibilities

It is inevitable that changes to most department operations will be necessary during a pandemic, with some departments being impacted to a greater extent. Approval of Centennial's Pandemic Influenza Plan will direct affected departments to prepare and implement practices and procedures in support of the plan.

There will be costs associated with pandemic planning during the development, implementation and review stages. Departments who have costs associated with the plan will track the costs and provide the information to Financial Planning and their respective Vice-President.

4.5.1 Safety and Security Services:

The Manager, Safety and Security Services is designated as the College pandemic coordinator and co-chairs the Pandemic Planning Team along with the Dean of Students- Student Life Enhancement. The responsibilities in this role include:

- Representing the College on the Toronto Public Health Workgroup for metro colleges and universities, chaired by the City's Pandemic Manager.
- Actively monitoring websites, publications, news releases, etc. of the federal, provincial and municipal health organizations to maintain current knowledge of pandemic preparedness and will act as college liaison with these organizations.
- Producing the College Pandemic Plan and update as necessary with information and input from the Pandemic Planning Team.
- Ensuring the Schools/Departments identified in the plan are aware of their responsibilities to develop departmental procedures to support the plan, follow-up to ensure they complete and forward their

procedures for inclusion in the College Plan and follow-up to ensure the School/Department keeps them up-to-date.

- Keeping the senior members of the College Administration and Executive Team updated on all communications and advise Marketing to develop and issue timely and responsive information bulletins.

In the event of an influenza pandemic:

- Monitors College activities in order to ensure a safe working/learning environment and recommends and/or implements corrective action as required.
- Advises Human Resources of any instances of work refusal by employees.
- Distributes personal protective equipment to employees as recommended by public health officials and Pandemic Planning Team.

4.5.2 College Pandemic Planning Team

The mandate of the Planning Team is to provide information and make recommendations in order to support the Executive Team, as follows:

Pre-Pandemic:

- Participate and assist with the development and update of the College Pandemic Plan.
- Provide area expertise and advice on how a pandemic may affect their area and recommend strategies to mitigate the effects.
- Once approved, monitor the implementation of the plan.

In the event of an influenza pandemic:

- Identify and address issues that may affect college operations in order to minimize the impact as much as reasonably possible.
- Contribute information and expertise for the purpose of revising the pandemic plan.
- Monitor the implementation of the plan in order to recommend revised/new procedures.
- Review and resolve any recommendations/requirements for cancellation of activities or closures.

Post-pandemic:

- Prepare a comprehensive report on the pandemic experience at the College including documented facts and figures.
- Address the effectiveness of the plan and recommend changes for future use.

4.5.3 Marketing and Communications Department

It is the responsibility of the Marketing and Communications Department to identify and respond to pandemic concerns and issues promptly and to communicate proactively, openly, accurately and consistently with the College's internal and external multiple audiences.

The Marketing and Communications Department will:

- In conjunction with the Safety and Security Services, deliver public health messages to Centennial students, faculty and staff.
- In conjunction with the Safety and Security Services, identify potential pandemic crisis situations and determine whether an immediate response to Centennial students, faculty and staff is necessary.
- If a response is needed, inform Centennial College students, faculty and staff of the pandemic crisis and maintain consistent, up-to-date communication with them.
- Co-ordinate pandemic crisis communications with the College's key spokesperson by creating key messages and maintaining consistent, up-to-date communication with the spokesperson.
- Based upon the nature of the pandemic, determine whether a response to the media is necessary and manage media relations.
- Manage post-pandemic communications with the media and Centennial students, faculty and staff.

4.5.4 Facilities and Services Division

It is the responsibility of the Facilities and Services Division to ensure buildings are maintained in a clean and hygienic condition, continuity of safety and security services, food services and office services to the maximum degree possible, within the constraints of available resources.

The Facilities and Services Division will:

- As recommended by the conditions and the Pandemic Planning Team/TPH, implement any additional cleaning or sanitizing regimes.
- Ensure any adjustments to the ventilation systems are implemented, as recommended by Toronto Public Health. This action may be necessary, should the College be required to house ill students in the residence.
- Ensure an adequate stockpile of cleaning and sanitizing products is maintained to prevent shortages in the event of disruption to the supply chain.
- Plan for the staffing issues that will result from an increased demand for maintenance and cleaning services with less human resources, due to the absences of in-house and contracted Facilities staff.
- Address any Plant Service issues and ensure continuity of services.
- Ensure that the on-site food service contractor implement any changes in municipal, provincial or federal health and safety standards that occur from time to time.
- In consultation with members of the Pandemic Planning Team, investigate the feasibility/necessity of stockpiling food and other supplies required during a pandemic.

In the event of a pandemic:

- Implement any additional cleaning/sanitizing regimes as recommended by Toronto Public Health.
- Provide adequate supplies in washrooms.
- Install and maintain bulk hand sanitizer units.
- Ensure the continued provision of security services, food services and office services to the maximum degree possible, under reduced staffing conditions during a pandemic.
- Ensure that food services contractors implement any additional food preparations, cleaning or sanitizing regimes recommended by Toronto Public Health or any other provincial or federal agency, to cope with the pandemic.

4.5.5 Student Life Enhancement Division (SLED)

It is the responsibility of SLED to activate and coordinate the Tragic Event Support Network, ensure the continued provision of Counseling, Centre for Students with Disabilities, residence operations and other services within their area to the maximum degree possible, under reduced staffing conditions.

4.5.6 Information Technology Services (ITS)

Reliance on the services of ITS will be heightened in the event a pandemic is declared. Accordingly, it is important that services continue uninterrupted, should this occur.

The Information Technology Services will:

- Plan operational strategies that will ensure services can be continued for as long as possible, in the event of a pandemic, such as staff cross-training or prioritizing services.
- Prepare detailed plans to support IT Services in case of a Pandemic

In the event of a pandemic:

- Implement strategies, as necessary.

4.5.7 Residence Operating Contractor

It is the responsibility of the Residence Operating Contractor under the direction of the Residence Operating Committee (ROC) to ensure Residence buildings are maintained in a clean and hygienic condition, continuity of safety and security services, food services and office services to the maximum degree possible, under reduced staffing conditions. To achieve this goal, the ROC will ensure that on-site food services contractors implement any changes in municipal, provincial or federal health and safety standards that occur from time to time.

In the event of a pandemic, Residence Operating Contractor will ensure that the food services contractor implements any additional food preparation, cleaning or sanitizing regimes recommended by Toronto Public

Health or any other provincial or federal agency, in the particular circumstance.

The Contractor will:

- As recommended by the Pandemic Planning Team and TPH, implement any additional cleaning or sanitizing regimes.
- Ensure any adjustments to the ventilation systems are implemented, as recommended by Toronto Public Health. This action may be necessary, should the college be required to house ill students in the residence.
- Follow advice of Toronto Public Health regarding the quarantine of students in residence or isolation of student who are ill.
- Ensure an adequate stockpile of cleaning and sanitizing products is maintained to prevent shortages in the event of disruption to the supply chain.
- Plan for the staffing issues that will result from an increased demand for maintenance and cleaning services with less human resources, due to the absences of any in-house and contracted Residence staff.
- Address any maintenance service issues and ensure continuity of services.
- Ensure that on-site food service providers implement any changes in municipal, provincial or federal health and safety standards that occur from time to time.
- In consultation with members of the Pandemic Planning Team, investigate the feasibility/necessity of stockpiling food and other supplies for use during a pandemic.
- Ensure strategies are in place to address all Residence operational issues including the one identified in Section 6.5.

In the event of a pandemic:

- Implement any additional cleaning/sanitizing regimes as recommended by Toronto Public Health.
- Provide adequate supplies in washrooms.
- Install and maintain bulk hand sanitizer units.
- Ensure the continued provision of security services, food services and building services to the maximum degree possible, under reduced staffing conditions during a pandemic.
- Ensure that food service providers implement any additional food preparations, cleaning or sanitizing regimes recommended by Toronto Public Health or any other provincial or federal agency, to cope with the pandemic.
- Implement strategies to address Residence Operational issues

4.5.8 Human Resources

Associate Vice President of Human Resources is to ensure strategies are developed and in place for each stage of a Pandemic to address the issues raised in Section 7 – Human Resource issues.

4.5.9 College Administrators

It is the general responsibility of college administrators to provide information to their employees in a timely manner.

It is essential that decisions related to a pandemic are consistently applied. Accordingly, any issues that arise from a pandemic should be reported to the appropriate individual as identified in this plan before a decision is communicated.

College administrators will:

- For Schools/Departments identified in the plan, develop appropriate procedures to support the plan, forward them to Safety and Security for inclusion in the College Plan and keep these procedures up-to-date.
- Implement any health initiatives as directed, such as bulk hand sanitizer units, etc.
- Effectively communicate with staff, the importance of implemented health initiatives and the need to adhere to the same consistently.
- Consider the implications of a pandemic when preparing any contracts for services.

In the event of a pandemic:

- Modify, curtail and/or cancel non-essential activities to limit person-to-person contact. Refer such incidents to the Pandemic Planning Team.

- In consultation with the Pandemic Planning Team, consider assigning key persons to work from home with adequate IT support to effectively manage College operations and/or provide services to minimize the risk of person to person contact in the workplace.
- Ensure employee attendance system is current in order that statistics regarding employee absences are recorded and available for reporting purposes.
- Report any instance of absence or lateness related to influenza to the Manager of Compensation and Benefits.
- Immediately report any instance of employee work refusal under the Occupational Health and Safety Act to Health and Safety, who will have it investigated and reported as necessary.
- Monitor compliance of any implemented health initiatives.

4.5.10 College Employees and Students

It is the responsibility of all College employees and students, as well as the general public to follow proper hygiene practices or other direction provided by Toronto Public Health. This information will be made available to the College community through education strategies and other forms of communication (see Communication Section for details).

Due to absenteeism, it can be anticipated that employees will be required to assume different / additional tasks in accordance with provisions within the respective collective agreements. To accomplish this goal it may be necessary to cross-train employees to cover for such an eventuality.

While it is impossible to predict exactly how a pandemic will affect operations until the circulating strain is identified, it can be anticipated that the college will remain open. All employees/students are expected to attend work/school as scheduled while the College remains open, unless they are ill.

5.0 Suspension of Normal Operations

5.1 Cancelling Activities

During a pandemic, it is essential to minimize person-to-person contact as much as possible to reduce the likelihood of the transmission of the virus. Individuals are encouraged to maintain roughly a 3 foot distance from each other. This is part of what is known as social distancing.

College activities such as pubs, convocations, varsity games, athletic banquets, business meetings, etc. should be cancelled in the interest of public health during individual waves of a pandemic. It can also be anticipated that the staffing required to organize and hold such events will not be sufficient during a pandemic. In addition, in the midst of a pandemic wave, the public will choose not to attend functions that contribute to the spread of the virus. This was evident during SARS.

During a pandemic, the Pandemic Planning Team will review all group events and make recommendations to the Executive Team regarding the feasibility of cancelling or re-scheduling the activity. The recommendation will be based on the current information available from public health officials at that particular time.

5.2 Suspending Normal College Operations

In the event the circulating strain of influenza causes severe illness to many individuals, the possibility exists that it will be necessary to suspend normal operations or even close the College for an undetermined period of time. This decision will be reached in consultation with Colleges Ontario, the College Compensation and Appointments Council and the Ministry of Education and Training based on recommendations by public health officials.

NOTE:

This section requires some additional input/direction from College's Ontario, the Ministry of Education and Training, Public Health and others to help identify and confirm College closure criteria due to factors such as employee and student absenteeism, the extent of local out breaks, other extenuating circumstances such as deaths on Campus, supply chain interruptions, IT infrastructure availability and campus infrastructure availability.

6.0 Programs/Operations Requiring Special Consideration

6.1 Day Care Operations

It is likely an influenza pandemic will impact the day care operations, either by employee absence and the need to maintain adequate ratios, or due to the possibility of a high infection rate in children. Day care operators will follow all directives and instructions issued by Toronto Public Health and the Ministry of Community and Social Services on the continued operation of College Day Cares.

The Managers of Daycare Operations will:

- Maintain communication with the Ministry of Community and Social Services and the Toronto Public Health Office to ensure knowledge of pandemic influenza and how it may relate to daycare operations.
- Develop day care specific plans to address potential staffing issues.
- In conjunction with Marketing and Communications, develop communications for parents in the event of daycare closure.
- Institute any escalated hygiene practices as recommended by Ministry of Community and Social Services and Toronto Public Health.
- Be aware of any reporting requirements that will be implemented in the event of an influenza pandemic.
- Keep College Pandemic Planning Team informed of all operational changes.

In the event of a pandemic:

- Arrange for sick children to be picked up by their parent/guardian ASAP.
- Report influenza outbreaks as required.
- Institute any additional hygiene practices as recommended by Toronto Public Health.
- Report closures to Pandemic Planning Team.
- Liaise with Marketing and Communications regarding closure communications.

6.2 Nursing and Other Health Programs

An influenza pandemic will result in some challenges for the nursing and other health care related programs. During the SARS outbreak, nursing faculty who supervised students in the hospital clinical component of the program were quarantined, as were some of the nursing students. Toronto Public Health has advised that during a pandemic, quarantine will likely only occur for initial cases. Other scenarios could include hospitals and other health care programs suspending the clinical component of the program during a pandemic.

The Dean, Health Sciences shall:

- Maintain communication with public health officials to ensure availability and internal communication of the most current information regarding pandemic planning and its potential effect on the nursing and other health care related programs.
- Ensure contact information for health related program students and staff is available should the need arise.

In the event of a pandemic:

- Maintain communications with health agencies to determine how the pandemic will affect the program.
- Report outbreaks as required to external agencies.
- Determine how/if the program can continue, should the clinical component be cancelled or student absenteeism becomes problematic.

6.3 International Education

The operations of International Education were highly impacted during SARS. It is unlikely the same issues – travel advisories, social stigma and quarantines will be present during a pandemic.

Communication and educational plans will need to address the special needs of those for whom English is not their first language. During a pandemic, media coverage may be sensationalized, which can be alarming to anyone, but especially for those who are not readily able to understand the information.

In addition, should the college need to care for ill students, translators may be required if caring for an individual whose English skills are weak.

The Program Manager will:

- Liaise with the Marketing and Communications Dept., providing information regarding the English language skills of students for the purposes of planning communication and educational plans
- Ensure International students are aware of current information regarding seasonal influenza and pandemic influenza (if necessary).
- Work with Residence Operating Staff to ensure the Residence Pandemic Plan effectively addresses the needs of international students who may not have any family support in this country and may require additional support from the College.

In the event of a pandemic:

- Ensure social activities are cancelled in order to assist in controlling the spread of infection.
- Communicate with International students in order to ensure they are receiving relevant information.
- Develop a plan to deal with inquires from international parents concerned about their children and provide prompt and effective responses.
- Ensure availability of translation services to assist in emergencies.

6.4 Employees Working Out-of-country

Pre-pandemic, employees who conduct college business out-of-country should visit their travel physician and request information regarding a pandemic influenza kit, which could include a filled prescription for an anti-viral, such as Tami flu. This would assist employees who were in a country when/if a pandemic is declared, as many countries will not have the product available. In addition, a supply of surgical masks would be beneficial (surgical masks are currently the mask recommended for use during a pandemic outbreak of influenza).

While in the foreign country, these employees, in consultation with their supervisor have a responsibility to keep abreast of influenza and pandemic issues developing in the country they are working in and to take appropriate precautions up to and including prematurely returning to Canada. It should be noted that once movement towards a declared pandemic, using the WHO alert system starts, it will likely escalate quickly. This necessitates pre-planning and will ensure employees are not affected by potential travel bans.

If an employee working out-of-country cannot travel back to Canada for some reason, perhaps a travel ban, every effort will be made to supply the employee with protective equipment.

In addition, employees working out-of-country should follow the health directives from the Public Health Agency of Canada regarding recommendations for the traveling public. Information related to precautions and food preparation, especially in countries where outbreaks of avian flu are occurring is especially important.

6.5 Residence

6.5.1 General

Residence Operations:

Number of Beds	381	
Occupancy (Winter 2008)	278	
Campus Living Ctr. staff	30 (total)	7 (live on-site)
Student Resident Advisors	6	

Due to the nature of the operation, an influenza pandemic could have a significant impact on the residence operations. Residents live in close proximity, sharing washrooms, kitchen facilities and eating utensils. This increases the likelihood of transmission of the virus.

In an effort to reduce the effects, educational campaigns will be initiated at different stages of the World Health Organization's pandemic alert system. The campaigns will begin as social campaigns regarding general hygiene and become more focused on pandemic influenza as we move closer to the declaration of a pandemic. See Communication section for detailed information.

6.5.3 Closing of the Residence

Should the circulating strain of influenza cause severe illness, the College may be required to close the

Residence. Toronto Public Health will recommend this action as they have medical authority. They will not however, be available to provide supportive care to ill students living in residence. This aspect will also factor into a decision to close the residence.

Students living in residence who cannot travel home for various reasons (i.e. distance, travel advisories or illness) will have to be accommodated at the Residence. This includes provision of food services and additional cleaning and hygiene supplies.

6.5.4 Caring for Ill Students in Residence

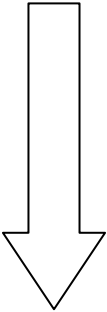
This portion of the college’s plan will require the collaboration of the area(s) responsible for Student Life and Enhancement, Safety and Security Services and Residence Operations in conjunction with medical expertise and legal opinion regarding the liability associated with any proposed plan. We offer the following as a guide for caring for ill students in Residence.

During an influenza pandemic, residence staff or student volunteers may need to provide basic care for ill students, as hospitals will be overwhelmed. When feasible, ill student should go home. If this is not achievable, an ill student should be isolated as soon as possible to reduce the chance of spreading the virus. Depending on the size of the residence, and number of ill students the facility may need to isolate several students with influenza in specified areas (e.g. rooms at one end of the hall, designated wing or floor).

Staff may encounter a range of challenges in isolating ill students because of the physical lay-out of the facility

Consideration should be given to the following recommendations when caring for ill students in residence:

- Place ill students in a single room, if possible.
- Separate ill students in the same room by more than a meter.
- Staff members should wear a mask when they are within one meter of an ill student.
- In shared rooms, arrange beds so that students lay head to toe relative to students in neighboring beds.
- In large rooms, create temporary barriers between beds, using sheets, curtains or portable partitions.
- Provide easy access to washrooms if possible, particularly when accommodating a group of ill students. If communal washrooms are used, clean them frequently.
- Increase the cleaning schedule if possible.
- Ensure ill students have access to food, water, and medications.
- Send ill students to hospitals, if necessary.
- Provide cleaning staff with recommended protective equipment (i.e. gloves masks and gowns)

IDEAL	1 Person Ill	2-10 People Ill	More then 10 People Ill	Majority of People Ill
	Isolate in separate room	Accommodate together on one floor or in a separate section of the building	Accommodate together on one floor separate section of the building	Accommodate together throughout the entire site
	Isolate in shared room	Accommodate together in common area	Accommodate together throughout the entire site	
	Isolate in large shared space	Accommodate together in one end of floor		
LEAST IDEAL				

6.5.5 Use of Personal Protective Equipment When Caring for Ill Students

Colleges and universities will need to support students who are ill while in residence. It is important to base plans on the assumption that not all students who are ill with influenza can or need to be hospitalized. According to the Ontario Health Pandemic Influenza Plan (September 2006), the Ministry of Health and Long-Term Care is currently devolving a provincial position on the type of personal protective equipment to be used during an influenza pandemic. This section will be up dated once the province position is released.

The following recommendation for the use of personal protective equipment refers specially to situation in which staff provides “care in place”.

- Sit next to rather than in front of coughing students when providing care.
- Wear a mask and eye protection when providing care to an ill student with influenza-like illness.
- Gloves are recommended when there is risk of hand contact with student’s body fluids. Gloves should be used as an additional measure and not as substitute for hand hygiene.
- Wear gowns during student care where clothing might be contaminated.

How to put on and remove a mask:

- Wash your hands before putting on a mask.
- Secure on head.
- Place over nose, mouth, and chin.
- To remove a mask, handle by elastic loop, tie, etc., as the front of the mask may be contaminated.
- Dispose of the mask in an appropriate receptacle, such as a garbage can. Do not re-use the mask.
- Wash your hands after removing the mask.

Criteria for selecting eye protection:

- Eye protection must provide a barrier to splashes from the side.
- Use safety glasses, goggles or face shields.
- Use single use disposable or washable before reuse.
- Prescription eye glasses are not acceptable as eye protection.

How to put on or remove eye protection:

- Position eyewear over eyes and secure to head by using ear piece.
- If outside of eye piece is ‘dirty’; handle by ear piece.
- To remove, grasp earpiece with ungloved hands.
- Pull away from face.
- Place in designated receptacle for reprocessing.

Tips on selecting gloves:

- The Public Health Agency of Canada recommends disposable medical gloves made of rubber, vinyl, nitrile, neoprene or latex.
- Medical gloves should never be used when handling cleaning chemicals. For environmental cleaning and disinfecting, general-purpose reusable rubber gloves are appropriate.

How to put on and remove gloves:

- Gloves should be used whenever physical contact is expected with any bodily fluid (e.g., saliva, blood, mucus, and stool).
- Wash your hands before putting on gloves.
- Pull gloves onto hands and over the cuffs of your gown, (if wearing gown)
- Change gloves between caring for different individuals.
- To remove gloves, pull the first glove off without touching your hand (glove to glove) and roll the glove inside out as you slip it off. Pull the second glove off by sliding your finger inside the glove (skin to skin) and roll the glove inside out as you slip it off.
- Dispose of the gloves in an appropriate receptacle, such as garbage can. Do not re-use gloves.
- Wash your hands after removing the gloves.

7.0 Human Resources Issues

7.1 Leadership Continuity

7.1.1 College Executive

In order to instill a sense of calm to the College community in the event of a pandemic, it is essential a strong leadership presence is evident and maintained. Accordingly, the College executive will develop a plan that ensures continuity of leadership in the event of a pandemic. Should the need arise to close the college, a proactive decision is essential, as delaying the decision will impact the health and safety of the college community.

7.1.2 Deans, Directors, Chairs and Managers

In order to ensure leadership continuity, all Deans, Directors, Chairs and Managers will designate an individual who will replace them in their capacity, should they fall ill. Ideally, two designates will be nominated. If a pandemic appears imminent, Deans, Directors, Chairs and Managers will ensure their potential designates are kept apprised of critical departmental activities to ensure a seamless transition, should the need arise.

7.2 Reporting Illness

7.2.1 Employee Absence – Requirement for Medical Documentation Supporting Absence due to Pandemic Influenza

Consistent with the City of Toronto's projections, up to 45% of those who become ill with influenza will not require medical attention by a physician. As such, it will be unlikely that medical documentation to support an absence will be available. In recognition of this fact, the requirement of current college policy to provide medical documentation to support absences of more than three days will be suspended upon declaration of an influenza pandemic.

The College Pandemic Planning Team, with representation from Human Resources will monitor this issue and amend procedures, as warranted. Any changes to procedures will be based on recommendations from Toronto Public Health.

7.2.2 Employee Absence – To Care for Ill Family Member

In recognition the respective collective agreement may contain provisions for absences due to the necessity of caring for ill family members, it is essential that supervisors notify the Manager of Compensation and Benefits to discuss each instance, on an individual basis. The Manager of Compensation and Benefits will determine how such absences will be recorded.

7.2.3 Employee Absence – Due to Public Transit Service Disruptions

In the event public transit is disrupted during a pandemic, some employees may not be able to arrive at work at their regularly scheduled time or may not be in a position to make alternate arrangements.

Collective agreements may contain provisions for such lateness or absences due to transit disruptions. It is essential that supervisors notify the Manager of Compensation and Benefits to discuss each instance, on an individual basis. The Manager of Compensation and Benefits will determine how such lateness/absences will be recorded.

7.2.4 Employee Absence – Manager's Responsibilities to Report Absence

Administrators are responsible for the accuracy of reporting employee absences, using the existing Employee Attendance Tracking System (EATS) at the end of each month. The College may be required to implement additional reporting requirements. Human Resources will be responsible for communicating these requirements to department administrators. They will in turn ensure these directives are adhered to.

7.3 Continuity of Services – Human Resources

The Human Resources Division will ensure staff are appropriately cross-trained in the various HR disciplines to ensure continuity of service.

7.4 College/Union Relations

Due to increased absenteeism during a pandemic, it is essential that dialogue between the college and union

locals occurs to address such issues as the requirement of backfilling positions, etc. Ideally, an understanding should be reached prior to the declaration of a pandemic. This aspect of the plan is the responsibility of the Labour Relations Department.

7.5 Deaths on Campus

The coroner must be notified of all deaths that occur on campus. Any new procedures for handling the bodies of those who died from influenza pandemic will be provided in future versions of this guide.

During influenza pandemic planning, the College has been advised to consider the following points.

- The bodies of people who died of influenza are not considered contagious to others;
- Particular cultural responses to death should be considered when handling human remains;
- Faculty, staff and students may experience heightened anxiety if a death occurs on campus;
- Colleges and universities will need to identify areas where bodies can be stored temporarily until transportation to a morgue can be arranged, as well as appropriate storage for the deceased's personal effects.

7.5.1 Death Notifications

In the event the death rate due to the pandemic is high, the practice of communicating student/employee deaths will be suspended for the duration of the pandemic. The decision to take this action will be the responsibility of the Marketing and Communications Department, in consultation with the College Executive Team.

7.5.2 Benefits

In the event the strain of influenza causes severe illness, it should be anticipated that death of employee(s) will occur. Human Resources will ensure staff is cross-trained in order that the necessary documentation preparation for benefits can occur in a timely manner.

7.6 Employee Assistance Program

Should the health impact of the pandemic be significant, employees will be reminded of the Employee Assistance Program in order to assist them with stress, grief counselling, etc. Human Resources is responsible for ensuring the EAP provider has an appropriate plan in place to ensure continuity of service

7.7 Employees Bringing Children to Work

There is a possibility that public schools may close as directed by the Toronto Public Health, in the event the circulating strain of pandemic influenza is causing serious illness, or if there is a significant outbreak within a school or daycare.

In order to limit exposure and maximize infection control, employees will not be permitted to bring their child to work during this period. Further, employees are encouraged to plan for this contingency within their family unit.

8.0 Academic Issues

8.1 Alternative Methods of Curriculum Delivery

Each School/Division will investigate the possibility of alternate methods of delivering curriculum that would reduce the likelihood of person-to-person contact in the event of a pandemic.

Since it is likely that faculty will request such action, each school/division should be prepared to address the issue and provide factual information if alternate methods are not a possibility.

8.2 Requirement for Medical Documentation for Students

Consistent with the City of Toronto's projections, 45% of those who become ill with influenza will not require medical attention by a physician. As such, it will be unlikely that medical documentation to support an absence will be available. In recognition of this fact, the requirement of current college policy to provide medical documentation to support absences will be suspended upon declaration of an influenza pandemic.

The College Pandemic Planning Team, with representation from Full-time Post Secondary and the School of Continuing Education will monitor this issue and amend procedures, if warranted. Any changes to procedures will be based on recommendations from Toronto Public Health.

8.3 Excessive Absenteeism in Class/lab

8.3.1 Full-time post secondary programs

While alternate methods of curriculum delivery will be implemented if appropriate in the circumstance, the Program Chair, in consultation with the School Dean will advise faculty to report any instance where excessive student absenteeism in classes or labs exist.

The Program Chair, in consultation with the Faculty Dean will determine what action can/should be taken, such as rescheduling or postponement of classes/lab/exams.

8.3.2 School of Continuing Education

For programs offered through the School of Continuing Education, the Program Chair, in consultation with the School Dean will advise faculty to report any instance where excessive student absenteeism in classes or labs exist.

The Program Chair or Manager, in consultation with the Program Dean will determine what action can/should be taken, such as rescheduling or postponement of classes/lab/exams.

9.0 Infection Prevention and Control Measures

Safety and Security Services and Marketing and Communications will work together on developing and distributing prevention and control measures to the College Community. They will follow the recommendations provided by Toronto Public Health and other government agency responsible for distributing pandemic prevention information.

Infection control measures are action that can help prevent the spread of the influenza virus in the workplace and other settings. Outlined below is the current recommended prevention information. For additional or new information visit the Toronto Public Health website at www.toronto.ca/health

9.1 Hand Washing

Clean your hand frequently with alcohol-based hand sanitizer or soap and water, especially after you cough, sneeze, or blow your nose. A 60% to 90% alcohol-based hand sanitizer is the preferred agent for hand hygiene unless your hands are visibly soiled. If your hands are visibly soiled, you should wash them with soap and water. If you are not near water and your hands are visibly soiled, clean your hand with moist towelettes to remove visible debris, and then use the alcohol-based hand sanitizer. The influenza virus is easily killed by soap or hand sanitizer products. Therefore gloves or special antibacterial hand wash products are not needed. Hand washing /sanitizing is a very important method to prevent the spread of pandemic influenza.

Hand washing procedure:

1. Wet hands.
2. Apply soap.
3. Lather for 15 seconds. Rub between fingers, back of hands, finger tips, under nails.
4. Rinse well under running water.
5. Dry hands well with paper towel or hand dryer.
6. Turn taps off with paper towel, if available.

Hand sanitizing procedure:

1. Apply sanitizer (minimum 60% alcohol-based).
2. Rub hands together.
3. Work the sanitizer between fingers, the back of the hands, fingertips, under nails.
4. Rub hands until dry.

9.2 Respiratory Etiquette

People should be encouraged to cover their mouth and nose when they cough or sneeze. This will help stop the spread of germs that can make people sick. It is important to keep your distance (e.g., more than one meter/three feet) from people who are coughing or sneezing, if possible.

Cover Your Mouth Procedure:

1. Cover your mouth and nose with tissue when you cough, sneeze or blow your nose.
2. Put used tissue in waste basket.
3. If you don't have a tissue, cough or sneeze into you sleeve, not in your hands.
4. Wash your hands with soap and water or hand sanitizer (minimum 60% alcohol-based based.)

9.3 Avoid Touching Your Eyes, Mouth and Nose.

Influenza spreads when the infected respiratory secretion from the mouth and nose of one person come into contact with the mucous membranes (mouth, nose or eyes)of another person. Without even realizing it, you may touch the infected nose and mouth secretion of someone who has influenza (e.g., by shaking hands) If you go on to touch your mouth, nose or eyes, the influenza virus may gain entry into your body causing infection.

9.4 Stay Home If You Are Ill.

Most adults infected with influenza can transmit the virus from 24 hours before and up to five days after they begin to experience symptoms. For some adults and for young children, this period may last for seven or more days. Some experts believe the people are most infectious in the first three days after they are infected with influenza. However there is no clear data on how long a person should wait before returning to work or school to minimize the risk of infecting others. The best advice at this time is that adults should not return to their usual activities for at least five days after they begin to experience influenza symptoms (seven days for young children) or when they

feel well enough to return to their duties , whichever is longer. It should be made clear to employees that they must not come to work when they have influenza–like symptoms. If an employee develops influenza-like symptoms while at work they should immediately leave the workplace.

9.5 Use of Masks

The use of masks is a difficult and unresolved issue. According to the Canadian Pandemic Influenza Plan, there is no evidence that the use of a mask in public will protect an individual from infection when the influenza virus is circulating widely in the community. However a person wearing a mask properly at the time of exposure to influenza may benefit from the barrier that a mask provides.

Toronto City Council has urged the federal and provincial ministers of health to give further consideration to the wearing of masks in situations where potential exposure to infection is unavoidable.

9.6 Vaccine Administration and Distribution

According to the Ontario Health Pandemic Influenza Plan (September 2006), a vaccine for the pandemic influenza strain will not be available until three to nine months after the pandemic strain is identified.

Ontario's goal is to obtain enough vaccine for the entire population but, during the early stages of the pandemic, vaccine will be in short supply. In this situation, the province will follow the national recommendations for the priority group for influenza immunization, adapting them as required to meet Provincial needs. TPH will follow federal and provincial guidelines.

When the vaccine becomes available, TPH will organize mass vaccination clinics to vaccinate the general public. TPH will make public announcements about the time and location of these clinics.

9.7 Use of Antiviral Medication

Antiviral medications can be used to treat and prevent influenza, and will be an important disease management strategy during an influenza pandemic. The Province Of Ontario has committed to maintaining a stockpile of antiviral medication, primarily oseltamivir (Tami flu) as well as a supply of zanamivir (Releza) for pregnant and lactating women. The stockpile will be complete in 2009.

An early treatment strategy is being developed federally in consultation with the Ministry of Health and Long-Term Care. Once developed, TPH will develop a local plan.

At this time, the potential role of antiviral medication for prevention of infection (or prophylaxis) during an influenza pandemic is being considered by the federal government.

9.8 Cleaning Workplaces

People with influenza may contaminate their surroundings with respiratory secretions from their nose and mouth. Surfaces that are touched frequently by people (e.g., door knobs, computer terminals, bathroom faucets or other shared equipment) should be cleaned more often than usual during a pandemic, if possible. The influenza virus is easily killed by regular cleaning products, therefore special cleaning agents or disinfectants are not required. The Colleges will follow their current infection control protocols for cleaning and disinfecting. According to Public Health, garbage created by a person with known or suspect influenza does not need special handling and may be placed with regular garbage for disposal.

9.9 Social Distance in the Workplace

During an influenza pandemic, the more people you are in contact with, the more you are at risk of coming in contact with someone who is infected with influenza. Social distance means reduce or avoid contact with other people as much as possible. Some workplace strategies to achieve this may include:

- Minimizing contact with others by using stairs instead of crowded elevators; cancelling non-essential face to face meetings and using teleconference , e-mails, faxes; staying one meter (three feet) away from others when a meeting is necessary
- Avoiding shaking hands, hugging, or kissing people
- Bringing lunch and eating at your desk away from others

9.10 Students/Staff Bringing Children to Campus

In the event of a pandemic, increased infection control methods are imperative. It may be anticipated that parents

will bring their children to campus, should their daycare or public school system be disrupted by a pandemic. This practice will only serve to increase the transmission of the virus and should be avoided.

As part of the communication plan, students and staff will be advised of the importance of not bringing children (affected by school closures) to campus. Stronger directives may be required and this issue will require reviewing, once the severity of the circulating strain has been established.

9.11 Pre-pandemic

Stage 3 and 4 of the WHO Pandemic Alert System

The Manager, Safety and Security Services will:

- In cooperation with the Marketing and Communications Department, develop and distribute pandemic flu prevention material to heighten awareness.
- Request Plant Operations Manager to source hand sanitizer supplies, identify placement priorities and confirm recommended quantities.
- Through communication with administrators, identify staff that comes into close contact with the public as part of their duties. Discuss any strategies to reduce or eliminate this requirement.
- At Stage 4, recommend purchase of an initial supply of recommended masks (surgical) for potential distribution to employees identified above, upon direction from public health officials, arrange distribution.

The Executive Director Information Technology Services (ITS) will:

- Investigate and recommend any equipment or devices such as, but not limited to, keyboard covers as a means of infection control. Consideration will be given to stocking such items in the college bookstores for sale to students.

The Director, Facilities and Services will:

- Ensure that washrooms provide the accepted level of hygiene practices as per the recommendations of Toronto Public Health. This includes the provision of a steady supply of warm water, soap and a regular schedule of washroom sanitization.

Stage 5 of the WHO Pandemic Alert System

Advise the Purchasing Manager to:

- Purchase equipment suggested by the Executive Director ITS for potential distribution to employees who regularly share computers, example: front desk staff of enrolment services and financial aid, IT computer labs.
- Purchase bulk hand sanitizer units for placement in high traffic areas such as Libraries, Cafeterias and Residences.
- Purchase an additional supply of masks for potential distribution to affected employees, upon the direction of public health officials.
- Advise senior administration of any recommendations made by Toronto Public Health.

The Director, Facilities and Services will:

- Arrange for the purchase of any equipment or devices as recommended by the Executive Director ITS, for sale in the college bookstore.
- Liaise with contract service providers for the residence and food services to ensure appropriate infection control methods are being adhered to.
- Plan for the necessity of an escalated cleaning procedure to be initiated if the Pandemic Alert System reaches 6. This will include increased sanitizing of frequent touch surfaces.

9.12 Pandemic

Stage 6 of the WHO Pandemic Alert System

The Manager, Safety and Security Services will arrange to:

- Distribute bulk hand sanitizer units, containing a minimum of 60% alcohol to high use areas such as Libraries, Cafeterias and Residence for use by students and staff.
- Upon direction of Toronto Public Health, distribute masks to affected employees.
- Advise senior administration of any recommendations made by Toronto Public Health.

The Director, Facilities and Services will:

- Liaise with contract service providers for the residence and food services to ensure appropriate infection control methods are being adhered to.
- Initiate and maintain the escalated cleaning procedure for the duration of a declared pandemic.
- Be prepared to initiate any new cleaning procedures as recommended by Toronto Public Health.

9.13 Post Pandemic

Pandemic Planning Team will conduct a review and update procedures as appropriate.

10.0 Communication

The Marketing and Communications Department is responsible for the communication of relevant and timely information related to pandemic influenza.

The Marketing and Communications Department will utilize the World Health Organization's phased-response system when determining the appropriate communication strategies. Work in conjunction with Safety and Security Services in the development and distribution of pandemic information and directions.

In the event of a pandemic, it is essential that key messages and other forms of communication remain consistent and accurate. To this end all communications should be recommended by the Pandemic Planning Team and approved by the Executive Team. It should also be noted that during a pandemic, information may change frequently or be inaccurate. All information released to the public should be confirmed via reliable sources such as Toronto Public Health or other authorized officials to ensure accuracy.

The method of most communication related to a pandemic will be written or electronic; a College spokesperson will be designated in consultation with the Director, Marketing and Communications.

10.1 Pre-pandemic

Stage 3 of the WHO Pandemic Alert System

In consultation with the Co-Chairs of the Pandemic Planning Team the Director of Marketing and Communications will:

- Create and distribute pandemic/flu social marketing campaign (signage, pamphlets, and hand sanitizer information).

Stage 4 of the WHO Pandemic Alert System

In consultation with the Co-chairs of the Pandemic Planning Team the Director of Marketing and Communications will:

- Prepare a pandemic link on the Centennial website to post updates and provide basic pandemic information for faculty, staff and students and linking Centennial audiences to public health and government pandemic websites.
- Develop a pandemic telephone hotline to post messages with ITS.
- Prepare a method of sending broadcast e-mails to faculty, staff and students for pandemic updates, example: MyCentennial and College Lnotes Broadcasts.
- Maintain on-going communication with ITS to ensure the Centennial website and email communication systems can be maintained.
- Prepare an education campaign for faculty, staff and students (including students in residence) on:
 - What a pandemic is;
 - Where people can go (Internet, email, hotline, signs) for updates;
 - Hygiene concerns (proper hand washing technique, cough/sneeze etiquette, etc.).

Stage 5 of the WHO Pandemic Alert System

In consultation with the Co-Chairs of the Pandemic Planning Team the Director of Marketing and Communications will:

- Determine whether a media release or update to the media on Centennial's activities is necessary.
- Appoint a college spokesperson.
- Launch pandemic web page.
- Launch telephone hotline with ITS.
- Launch broadcast e-mails to faculty/staff/students keeping them apprised of the situation at Centennial.
- Update signage (posters, fliers, etc.) letting students/faculty/staff know of the ways they can find pandemic updates.
- Launch pandemic education sessions for faculty, staff and students on:
 - What a pandemic is;
 - Where people can go (internet, email, hotline, signs) for updates;
 - Hygiene concerns (proper hand washing technique, cough/sneeze etiquette, etc.);
 - Preparing your personal emergency kit.
- Send key messages to department heads to maintain consistent communication

- Advise students/staff to plan for alternate arrangements for childcare, in the event their normal arrangements are adversely affected by a pandemic

10.2 Pandemic

Stage 6 of the WHO Pandemic Alert System

In consultation with the Co-Chairs of the Pandemic Planning Team the Director of Marketing and Communications will:

- Update and maintain information on pandemic web page, including location of assessment centres and the tele-health and Toronto Public Health hotlines.
- Send e-mail updates to faculty, staff and students.
- Update message on college telephone hotline.
- Update signage (posters, fliers, etc.) to reflect most recent information.
- Send key messages to department heads to maintain consistent messaging.
- In consultation with the Executive Team, determine whether communication of student/employee deaths should be discontinued.

10.3 Post-pandemic

In consultation with the Co-Chairs of the Pandemic Planning Team, the Director of Marketing and Communications will:

- Communicate suspension of pandemic alert system.
- Revise communications plan as appropriate.

11.0 Education Strategies

It is essential that information regarding pandemic influenza and proper hygiene practices is provided to both students and employees. Initially, information will be provided in an informal manner, related to seasonal influenza. The purpose of this initial intervention is to raise awareness and alter behaviors prior to a pandemic influenza outbreak. The goal of such initiatives is to reduce infection rate of individuals as much as possible. This may result in the impact of a pandemic on college operations also being reduced.

11.1 Pre-pandemic

Stage 3 of the WHO Pandemic Alert System

The Pandemic Planning Team will:

- Create and distribute pandemic/flu social marketing campaign (signage, pamphlets, distribute hand sanitizer).

Stage 4 of the WHO Pandemic Alert System

The Pandemic Planning Team will:

- Prepare an education campaign for faculty, staff and students (including students in residence) on:
 - What a pandemic is;
 - Where people can go (Internet, email, hotline, signs) for updates;
 - Hygiene concerns (proper hand washing technique, cough/sneeze etiquette, etc.).

Stage 5 of the WHO Pandemic Alert System

The Pandemic Planning Team will:

- Launch pandemic education sessions for faculty, staff and students on:
 - What a pandemic is;
 - Where people can go (internet, email, hotline, signs) for updates;
 - Hygiene concerns (proper hand washing technique, cough/sneeze etiquette, etc.);
 - Preparing a personal emergency kit.

11.2 Pandemic

Stage 6 of the WHO Pandemic Alert System

The College will:

- As directed by Toronto Public Health, discontinue education sessions to reduce person to person contact.
- Provide information as per communication plan.

12.0 Financial Issues

12.1 Tuition Refunds

The decision to refund tuition will likely be reached through communication with College Executive Team and Colleges Ontario, Ministry of Education and Training. It is possible the decision to close a college may be based on individual college considerations i.e.) absenteeism of students and/or staff, severe local or institutional based outbreaks, etc.

12.2 Inability to Deliver on Contracts – Centennial Delivery

Any School/Department who enters into a contract to deliver services should ensure clauses are included that will protect the College from action, in the event the College closes or services cannot be delivered due to staff illness, unavailability of goods, etc.

12.3 Contracted Services

Any School/Department who receives contracted services should liaise with the provider to ensure services continue in the event of a pandemic for essential items such as payroll services, food services, security services, residence management, waste management services, etc.

12.4 Stockpiling Supplies

It can be anticipated that there will be shortages of supplies in the event of a pandemic as the supply chain will be interrupted due to absenteeism rates of all organizations. Departments should contact the Purchasing and Financial Planning Departments to discuss any requirements to order and stockpile supplies, taking into account storage capabilities. It can be anticipated that the more severe the strain of influenza is, the greater the need to stockpile, and in quantities that will be adequate to provide for a reasonable duration. This is especially necessary for such products as cleaning/sanitizing supplies, hygiene paper products, dry grocery goods, etc.