

UNIVERSITY *of*  
NORTHERN COLORADO



**PANDEMIC PLANNING  
INFLUENZA RESPONSE PLAN**

November 2008

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## **Introduction**

A pandemic is a global disease outbreak. A flu pandemic occurs when a new influenza virus emerges for which people have little or no immunity, and for which there is no vaccine. The disease spreads easily person-to-person, cause's serious illness, and can sweep across the country and around the world in very short time.

It is difficult to predict when the next influenza pandemic will occur or how severe it will be. Wherever and whenever a pandemic starts, everyone around the world is at risk. Countries might, through measures such as border closures and travel restrictions, delay arrival of the virus, but cannot stop it.

### **What is the difference between a pandemic and an epidemic?**

An epidemic is an outbreak of a disease that occurs in one or several limited areas, like a city, state, or country. Once the disease spreads beyond the borders of several countries and affects many countries across the globe, it is called a pandemic. In the last century, several pandemics of influenza occurred – the biggest one in 1918. During that pandemic, at least 500,000 Americans died. There were as many as 40 million deaths worldwide.

### **What is avian flu?**

An influenza virus strain that infects birds is called avian influenza or bird flu. These flu viruses occur naturally among wild birds.

Usually avian flu viruses only infect birds. When an outbreak occurs, it can have a very serious impact on poultry flocks. An ongoing outbreak of avian flu in several countries has resulted in the deaths, through illness and culling, of approximately 200 million birds across Asia.

A pandemic does not have to tie to avian flu. Expectations are that an expected pandemic outbreak may be any type of influenza outbreak that is uncontrollable, with avian being one of those possible strains.

### **Why should we be concerned about a virus that infects birds?**

The strain of avian flu causing disease in poultry, H5N1, is troubling for several reasons:

- The H5N1 virus is a highly pathogenic strain, which means it makes birds very sick or kills them.
- This flu strain rarely spreads from birds to people. So far, the H5N1 virus does not spread easily from person-to-person.
- Whenever an avian flu strain infects people, there is a chance that the virus could mutate, or change, to a new flu virus that spreads easily from person-to-person and causes serious illness.
- Infections with new human flu strains cannot be prevented by the flu

vaccine that people get each year. Making a safe vaccine that can prevent infection with a new human virus will take several months.

- Because the virus can't be controlled easily, it could spread rapidly around the world and cause a pandemic.

### **Is there a vaccine or treatment for avian flu?**

A vaccine for the H5N1 avian flu is being developed, but it is not available for use at this time.

The federal government is actively pursuing a vaccine development and production program to help with the public health response if a pandemic ever emerges. This will take some time to be completed.

There are antiviral medications that can be used to reduce the severity of human flu. These medicines also may be effective in treating the current H5N1 avian flu. However, there are limited supplies of these antiviral medications, and their effectiveness in fighting pandemic flu is uncertain.

Buying and storing these medications for personal use is strongly discouraged. If antiviral medicines are overused or used incorrectly, the flu virus could become resistant to these medications, making them less effective. The limited supply of antivirals is needed for those who may have life-threatening seasonal flu.

### **What is the state health department doing to prepare for pandemic flu?**

If there is a widespread flu outbreak, Colorado and every other state in the country will respond with some new procedures, and many standard, time-tested disease control methods.

- The state's Department of Public Health and Environment and local health agencies across the state monitor influenza in our communities by working with doctors, hospitals, laboratories, and nursing homes to identify unusual numbers of people with flu-like illnesses.
- The state laboratory checks samples from patients with flu-like illnesses to help identify which flu viruses are circulating in our state.
- The Department of Public Health and Environment and our local public health agency work together to plan for public health emergencies. Staff practice the procedures in the plans to better prepare for disease outbreaks.

### **What would be the effect of a pandemic?**

A pandemic may come and go in waves, each of which can last for six to eight weeks.

An especially severe influenza pandemic could lead to high levels of illness, death, social disruption, and economic loss. Everyday life would be disrupted because so many people in so many places become seriously ill at the same time. Impacts can range from school and business closings to the interruption of basic services such as public transportation and food delivery.

<b>Pandemics Death Toll Since 1900</b>	
<b>1918-1919</b>	
U.S....	500,000+
Worldwide...	40,000,000+
<b>1957-1958</b>	
U.S....	70,000+
Worldwide...	1-2,000,000
<b>1968-1969</b>	
U.S....	34,000+
Worldwide...	700,000+

A substantial percentage of the world's population will require some form of medical care. Health care facilities can be overwhelmed, creating a shortage of hospital staff, beds, ventilators and other supplies. Surge capacity at non-traditional sites such as schools may need to be created to cope with demand.

The need for vaccine is likely to outstrip supply and the supply of antiviral drugs is also likely to be inadequate early in a pandemic. Difficult decisions will need to be made regarding who gets antiviral drugs and vaccines.

Death rates are determined by four factors: the number of people who become infected, the virulence of the virus, the underlying characteristics and vulnerability of affected populations and the availability and effectiveness of preventive measures.

### **How are we preparing?**

The United States has been working closely with other countries and the World Health Organization (WHO) to strengthen systems to detect outbreaks of influenza that might cause a pandemic.

The effects of a pandemic can be lessened if preparations are made ahead of time. Planning and preparation information and checklists are being prepared for various sectors of society, including information for individuals and families

HHS and other federal agencies are providing funding, advice, and other support to your state to assist with pandemic planning and preparation. Information on state/federal planning and cooperation, including links to state pandemic plans, is available at: <http://pandemicflu.gov/> The federal government will provide up-to-date information and guidance to the public through the public media and the website: <http://pandemicflu.gov/>

Information for this introduction was adapted from:

<http://www.pandemicflu.gov>

## Four Levels of Response

**Level One:** Confirmed cases of human-to-human transmission of avian flu worldwide

**Level Two:** Confirmed human cases in United States

**Level Three:** Confirmed human cases in Colorado

**Level Four:** Confirmed human cases in Weld County (Campus Closed)

### Level One

#### Confirmed cases of human-to-human transmission of avian flu worldwide

The University of Northern Colorado Emergency Management team is brought together and provided latest information on Avian Flu.

- After receiving appropriate training from the WCHD, the SHC Medical Director, with assistance from the Health Center Clinic Manager and Manager of Student Health Services are responsible for educating the Management team.
- Incident Commander is responsible for coordinating the implementation of the following roles:
  - **Health Center will be responsible for:**
    - Increased disease surveillance according to the Center for Disease Control (CDC) directive.
      - Health Center Clinic
      - Center for International Education
      - Athletics
    - Identification of and care for cases per CDC directives.
    - Order more Personal Protective Equipment (PPE) for SHC staff.
    - Confirm network for obtaining antiviral meds, vaccine.
    - Obtain appropriate standing orders.
    - Set up different traffic flow in the Health Center.
    - In conjunction with the WCHD, obtain current information on Avian Flu and work with University Communications to put out informative and preventive information on Avian Flu to the University Community.
    - Working with appropriate University personnel to prepare for possible isolation and quarantine.
      - **Isolation** is used for the person suspected or diagnosed with the disease. The person could be in isolation in the hospital or at their own home. A place to isolate a person here on campus would be needed if we had an on-campus resident who was unable to be immediately transported home.
      - **Quarantine** is used for healthy persons who have been exposed to the suspect or diagnosed case. The persons are kept in a place where they have no contact with others for the duration of the incubation period. If no symptoms develop in that time frame they are taken out of quarantine. If a person develops symptoms they are moved to isolation.

- In conjunction with the WCHD, provide training for appropriate University Personnel (Environmental Health & Safety, Housing & Residence Life, Dining Services) on Avian Flu.
  - Manager of Student Health Services will serve as a liaison between Weld County Health Department and the Incident Commander.
- **Environmental Health and Safety:**
  - Coordinate with the Health Center to promote good hygiene practices throughout campus.
  - Work with the Health Center to provide confirmed cases and information to the Communication Center and Media Relations.
  - Assess the Personal Protective Equipment (PPE) inventory.
- **UNC Police Department:**
  - Annual fit test of all PPE including medical fit for respirators.
  - Order additional PPE supplies as may be needed.
  - Establish protocols for all essential personnel creating a balance of family/self care with professional response.
  - Identify on campus services for emergency services and critical personnel during condition 2-4.
  - Implement comprehensive infection control procedures to limit the spread of influenza including immunizations for all essential personnel.
  - Coordinate with ROTC to identify availability of human resources.
- **Facilities Management:**
  - Identify who will be considered essential personnel along with back-up personnel for each position.
  - Determine preliminary schedule for staffing needs.
  - Determine buildings to be utilized for Isolation or quarantine areas.
  - Finalize plans for modifications to the sequence of operations for HVAC systems in isolation and/or quarantine facilities.
  - Develop plans for on-going maintenance of critical areas such as research labs, Animal Facility, Heating Plant and other Facilities.
  - Identify needed supplies for all campus units.
  - Develop plan for building security in case of campus closure.
- **Human Resources:**
  - Maintain and redistribute current leave policies and procedures to all employees.
  - Contact workers compensation provider and make contingency plans for coverage and filing claims.
  - Each department identifies critical employees.
- **University Communications:**
  - Attend Emergency Response Management Committee meetings
  - Work with committee to determine messages to send to targeted audiences (students, faculty and staff) as needed.



- Respond to media inquiries regarding UNC's pandemic preparations.
- **Dean of Student's Office:**
  - In collaboration with University Communications, coordinate communication to students and parents.
  - Coordinate communication of the isolation, quarantine.
    - Work with Dining Services, Housing & Residence Life, Health Center and Environmental Health & Safety.
    - Deal with enforcement issues.
    - Parent issues.
- **Academic Affairs:**
  - Responsible for communication and coordination with academic areas on campus regarding necessary changes in class schedules, class cancellations, and other matters related to academics.
- **President's Office:**
  - Based on recommendations from U.S. State Department, CDC and Weld County Health Department be prepared to modify athletic events, exchange programs and University related travel to and from other countries, class schedules.
- **Housing and Residence Life:**
  - Enact planning for isolation and quarantine of students.
  - Health Center trains essential personnel on risks and response.
  - Fit test essential personnel for N95.
  - Order appropriate PPE.
  - Immunize essential staff.
- **Dining Services:**
  - No changes will be made to current services, menu or staffing.
  - Evaluate plans for each level in regards to how long services such as food and water must be provided and at what point they will no longer be offered.
  - Review and confirm potential Isolation and Quarantine areas and needed services with Housing and Residence Life.
  - Designate drop off areas for food and supplies at the potential Isolation and Quarantine areas with Housing & Residence Life.
  - PFS to contact our Secondary Vendor List (as identified in the Business Continuity Plan) to identify other sources of procurement of supplies in case our Primary Vendor experiences interruption of service.
  - Display bulletin boards and table tents with tips for prevention which have been previously developed by DSO.
  - Contact Student Health Services to provide opportunities for staff to get flu shots.

- Make sure training outlines and procedures are in place for training for employees on:
    - Flu prevention (Recommendations from Student Health Services and/or Environmental Health & Safety)
    - Home emergency procedures (training previously presented by Assistant Director)
    - Menu and production modifications (Executive/Unit Chefs)
    - Front of the House service modifications (Managers/SPS/Associate Director)
    - Modified dishwashing procedures (Applications Programmer/SPS)
    - Modified check station procedures (Program Asst/Holmes Hall & TK Admin Asst IIs)
  - Install hand sanitizers for customers and employees.
  - Make sure contact information (vendors, employees, Express Personnel, volunteers), phone trees, and chain of command for Dining Services is correct and up to date.
  - Notify Senior Nutrition program of pandemic status and verify plans for closure if necessary.
  - Remind all classified and exempt staff that they are essential personnel.
  - Provide prime vendor and vending vendor a list of products and quantities needed in case of level 3 and 4 implementation.
  - Post information regarding Pandemic Plan on the website.
- **Counseling Center:**
    - Development of procedures for handling increased demand.
    - Disseminate information available about medical resources available and prophylactic measures students can take to help feel more empowered and secure.
    - Begin to develop emergency schedule of counselor availability if needed for level two or three.
    - Provide support to the “worried well.”
    - Work with health center on ventilation system as both facilities share the same air handling system.
  - **Center for International Education:**
    - Coordinate communication with
      - international students and parents.
      - students studying abroad and their parents.
      - partner universities abroad and study abroad providers.
    - Log all such phone calls for likely FEMA reimbursement
    - Confirm workability of student and scholar listserv for situation updates
    - Email all students and scholars “how to protect yourself from avian flu” and “what the university is doing”
    - Set up “crisis update web page”

- Coordinate with Counseling Center for services to students coping with family sickness and death at a distance
- Implement as necessary plans for students, faculty, and staff who are restricted from returning to the US from affected countries, or who may be quarantined abroad.
- Determine trip cancellations, travel restrictions, academic credit issues as needed, according to policies set earlier; clarify obligations of all parties.
- Urge all international students to return home if international travel is possible.

## **Level Two**

### **There are confirmed human cases in the United States**

The UNC Emergency Response Management team is brought together and provided latest information on Avian Flu.

- After receiving appropriate training from the WCHD, the SHC Medical Director, with assistance from the Student Health Center Clinic Manager and Manager of Student Health Services are responsible for educating the Management team.
- Incident Commander is responsible for coordinating the implementation of the following roles:
  - **The Health Center:**
    - Notify Weld County Health Department if there is a case on the UNC campus.
    - Manager of Student Health Services will serve as liaison between Weld County Health Department and the Incident Commander.
    - Notify UNC Emergency Response Management team.
    - Notify Housing & Residence Life and Dining Services of the number of persons who may be required to be isolated or quarantined.
    - Monitor persons in quarantine.
    - In conjunction with the WCHD, provide ongoing communications with campus community regarding signs/symptoms, protocol for referral of suspected cases.
    - Initiate poster, e-mail campaign on self-protection.
    - Preparation for prophylactic treatment of contacts.
    - Assist Housing & Residence Life staff in how to deal with needs of persons in quarantine.
  - **Environmental Health & Safety:**
    - Provide PPE training and fit testing to essential personnel.
    - Provide specialized training to the Emergency Cleanup Team (ECT).
    - Work with the Health Center to provide confirmed cases and information to the Communication Center and Media Relations.

- Issue PPE to essential personnel.
  - Monitor PPE/supplies inventory.
- **UNC Police Department:**
    - Enhanced security in police and communication center work areas.
    - Influenza awareness training for all staff.
    - Communications Center will coordinate with Health Center and Media Relations to direct/disseminate all applicable information.
    - Possible implementation of call center.
    - Review WCHD POD/Mass Vaccination responsibilities.
    - Assist Health Center staff with special security issues/asset protection.
    - Review mutual aid agreement for possible transfer of all police services to GPD/Weld Comm.
- **Facilities Management:**
    - Identify additional cleaning and sanitation procedures.
    - Acquire all needed supplies.
    - Lease generators for Heating Plant, EOC and other essential facilities.
    - Fit test for respirators and other PPE as required.
    - Provide training for flu related hazards and related procedures (PPE, cleaning, hygiene, hand washing, cough etiquette).
- **Human Resources:**
    - Communicate FMLA triggers to supervisors.
    - Ensure all employees' insurance and beneficiary information is current.
    - Communicate procedures for sending home sick employees and contingency plans for critical personnel should they become ill.
    - Update employees on University preparedness plan.
- **University Communications:**
    - Attend Emergency Response Management Committee meetings.
    - Work with committee to determine messages to send to targeted audiences (students, faculty and staff) as needed.
    - Respond to media inquiries regarding UNC's pandemic preparations.
- **Dean of Student's Office:**
    - In collaboration with University Communications, coordinate communication to students and parents.
    - Coordinate communication of the isolation, quarantine.
      - Work with Housing & Residence Life, Dining Services, Health Center and Environmental Health & Safety.
      - Deal with enforcement issues.
      - Parent issues.

- Handle parent calls, those wanting to come to campus.
- **Academic Affairs:**
  - Responsible for communication and coordination with academic areas on campus regarding necessary changes in class schedules, class cancellations, and other matters related to academics.
- **President's Office:**
  - Based on recommendations from U.S. State Department, CDC and Weld County Health Department be prepared to modify:
    - Athletic and other University events.
    - Exchange programs and University related travel to and from other countries.
    - Class schedules.
- **Housing & Residence Life:**
  - Identify potential rooms and/or buildings to be used for quarantined students. Update by semester based on current occupancy.
  - Educate students and staff on Flu prevention strategies.
  - Train custodial staff on cleaning strategies.
  - Work with Facilities to identify needed ventilation systems and to provide negative pressure areas.
  - Notify current occupants in spaces that will be needed of the potential or need for them to move.
  - Prepare staff for how to deal with the needs of persons in quarantine.
  - Update essential personnel on flu information, including maintenance and housekeeping persons.
  - Review the use of PPE and N95.
  - Report any possible cases to the Health Center.
  - Work with food service on the delivery of food.
- **Dining Services:**
  - No changes will be made to current services, menu or staffing.
  - Dining Services Management staff will receive training from Environmental Health and Safety on fit testing and respiratory protection. Management will then arrange and assist in respiratory protection training for all Dining Services employees.
  - Coordinate orders for N95 respirators with F&M.
  - Supplies needed for implementation of Levels 3 and 4 will be checked to ensure needed quantities are available.
  - Review Isolation menus, Quarantine menus, Gourmet to Go style menus, and supply lists. (Plan for four days then repeat menu as needed.)
  - Review Level 3 and 4 plans for implementing Dining Services internal procedures regarding menus, contact information, phone

- trees, chain of commands for requests to Dining Services, delivery alternatives, par levels of stockpiled food and water, training outlines and procedures.
    - Procure prepackaged utensils and paper goods for implementation in case of university closure.
    - Contact prime vendor to make sure adequate levels of prepackaged food items are on hand for implementation in case of university closure and switch to Gourmet to Go type service.
    - Update Pandemic Plan information on the website.
- **Counseling Center:**
  - Expect an increase in clients seeking emergency emotional support
  - Implement the staffing procedures mentioned above to handle the increase in client demand.
  - Utilize existing procedures for providing 24/7 care if needed.
  - Begin emergency support efforts to help students deal with effects of illness and loss.
  - Implement emergency schedule of support for increased counselor availability.
  - Partner with other providers on campus with their information dissemination process to provide campus with information about the psychological aspects of the situation as well as to encourage them to seek support.
  - Provide emotional support for those in isolation and quarantine via telephone.
  - Provide support the faculty and staff as well as students.
  - Provide support for Residence Life staff, not only for coping with student needs, but also to help with their emotional support.
  - Provide support to employees through Human Resources department.
- **Center for International Education:**
  - Coordinate communication with
    - international students and parents.
    - students studying abroad and their parents.
    - partner universities abroad and study abroad providers.
  - Log all such phone calls for likely FEMA reimbursement
  - Confirm workability of student and scholar listserv for situation updates
  - Email all students and scholars “how to protect yourself from avian flu” and “what the university is doing”
  - Set up “crisis update web page”
  - Provide interpreter services for communicating with students whose English proficiency may be low
    - Dean of Student’s Office
    - Housing Offices
    - Health Center
    - local hospitals

- Identify essential personnel.
- Handle parental phone calls from US and abroad.
- Provide interpreter services to Dean of Student's and Housing Offices and to Health Center for communicating with on campus students whose English proficiency may be low.
- Provide interpreter services to local hospitals for students and scholars with low English proficiency.
- Urge all international students to return home if international travel is possible.

## **Level Three**

### **Confirmed human cases in Colorado**

The UNC Emergency Management team is brought together and provided latest information on Avian Flu.

- After receiving appropriate training from the WCHD, the SHC Medical Director, with assistance from the Health Center Clinic Manager and Manager of Student Health Services, are responsible for educating the response team.
- Incident Commander is responsible for coordinating the implementation of the following roles.

:

- **The Health Center:**
  - Notify Weld County Health Department.
  - All direction on how to proceed will be received from Weld County Health Department.
  - Manager of Student Health Services will serve as liaison between UNC and the Incident Commander.
  - Notify UNC Emergency Response Management team.
  - Notify Housing & Dining on number of persons who may be required to be isolated or quarantined.
  - Prophylactic treatment of contacts.
  - Continue with use of PPE. Essential persons at SHC receive N95 respirators.
  - Monitor persons in quarantine.
  - Care for persons in isolation.
  - Ongoing communications with campus community regarding signs/symptoms, protocol for referral of suspected cases.
  - Continuation of e-mail campaign on self- protection.
  - Make recommendation to Senior Administration to move forward with preparations for campus closure.
- **Environmental Health & Safety:**
  - Communicate with State, regional, and local agencies and provide information to the Communications Center and Media Relations.

- Identify and implement modified shift schedule for all essential personnel, as may be needed.
  - Arrange for additional medical waste pickups and storage.
  - Assist incident commander.
- **UNC Police Department:**
  - Enhanced security in police and communication center work areas.
  - Monitor and maintain law and order, public health and safety on campus.
  - Possible implementation of call center.
- **Facilities Management:**
  - Issue PPE to essential personnel
  - Prepare mass vaccination center or other emergency shelter facility as requested.
  - Emergency clean-up team to stand-by.
  - Implement additional cleaning and sanitation procedures.
- **Housing & Residence Life:**
  - Work with Facilities Management and Health Center to identify needed ventilation systems and to provide negative pressure areas.
  - Have essential personnel be fit tested for N95.
- **University Communications:**
  - Campus Community (Faculty, Staff, Students).
    - Web site / Ursa.
    - Post FAQ on bird flu / UNC's pandemic plan.
    - Updates.
    - E-mail updates as needed.
    - Provide information to a call center to respond to public inquiries.
  - Media (Newspapers, TV and Radio).
    - Serve as spokesperson and direct contact for media representatives.
  - Public (Including Parents).
    - Updates on UNC' s public Web site.
    - Provide information to a call center to respond to public inquiries.
  - Outside organizations.
    - Collaborate with outside organizations, like NCMC and Weld County Department of Public Health and Environment, for consolidated media outreach.
- **Dean of Student's Office:**



- In collaboration with University Communications, coordinate communication to students and parents.
  - Coordinate communication of the isolation, quarantine.
  - Work with Housing & Residence Life, Dining Services Health Center and Environmental Health & Safety.
  - Deal with enforcement issues.
  - Parent issues.
  - Handle parent calls, those wanting to come to campus.
- **Academic Affairs:**
    - Responsible for communication and coordination with academic areas on campus regarding necessary changes in class schedules, class cancellations, and other matters related to academics.
- **President's Office:**
    - Based on recommendations from U.S. State Department, CDC and Weld County Health Department be prepared to modify or suspend
      - Athletic and other University events.
      - Classes.
    - Assist Dean of Student's Office with student and parent issues.
    - Provide assistance in supporting University Offices in dealing with issues and they pertain to faculty and staff.
- **Housing & Residence Life:**
    - Continue to provide prevention information.
    - Refer concerned students to counseling center.
    - Work with Facilities Management to identify needed ventilation systems and to provide negative pressure areas.
    - Fit essential personnel for PPE.
- **Dining Services:**
    - If the university closes, all service will be switched to Gourmet to Go type service.
    - If the university is still open, encourage customers to take Bear on the Run.
    - If the university is still open, Dining Services will change the method of service and menus to assist in preventing the spread of the virus.
      - Self Serve stations will be changed to be served by Dining Services Employees or eliminated
      - Salads will be pre-made and served
      - Drink stations will have a Sanitizer Attendant
      - Gloves will be worn by checkstand employees
      - Bear on the Run containers will be used for service
      - Salt and pepper shakers and napkins will be removed from the tables
    - Staffing and customer counts will be monitored to prepare for further closures.
    - All employees' time will be tracked with timecards.

- Concessions events will be cancelled or changed to serve pre-packaged products only.
- Offer reduced services and modified hours based upon employee absenteeism, staffing availability and food supplies.
- Evaluate when Senior Nutrition should close (with Agency for Aging).
- Internal information and training sessions on topics listed in Level 1 will be conducted by Dining Services and/or Environmental Health & Safety or Health Center to all operations and employees on the first & second day of Level 3 response. All employees are required to attend.
- Communication will be increased with vendors in regards to the status of delivery availability.
- In the event that delivery is not available from our vendors, Dining Services Material Handlers will pick up food at the vendors' location if the vendor has the products available.
- Review Isolation, Quarantine, and Self Service Elimination menus and ensure all supplies are on hand. Menus are to be based on the following:
  - a. One wing of Harrison will be used for **Isolation** (used for the person suspected or diagnosed with the disease) = capacity is 250 (275 if lounges are used too)
  - b. One wing of Harrison will be used for **Quarantine** (used for healthy persons who have been exposed to the suspect or diagnosed case) = capacity is 250 (275 if lounges are used too)
  - c. Lawrenson will be used for healthy individuals = capacity is 600
  - d. **Total** maximum counts for planning unless otherwise notified as follows:
    - 275 (Harrison Isolation)
    - 275 (Harrison Quarantine)
    - 200 (University Apartments and houses)
    - 600 (Lawrenson)
    - 25 (Command Center)
    - 50 (Essential Staff)
    - 200 (Miscellaneous i.e. Carter Hall, off campus, etc.)
- Review and confirm Isolation and Quarantine areas and needed services.
- Increase orders for prepackaged items (bottled water, juices, cereal, oatmeal, cream of wheat, soup, grits, etc.) gearing towards university closure.
- As Dining Services gears towards Level 4, depending on supplies and availability, the most perishable foods will be possibly moved to Holmes Hall for anticipation of Level 4
- Contact other universities to coordinate and/or discuss plans
- Begin implementation of Level 4 sanitizing procedures.
- Contact volunteers in case they are needed for Level 4:
  - Housing & Residence Life (Director)
  - Concessions groups (Concessions Manager)

- Student Activities (Associate Director)
  - Athletics (Director)
  - Church groups (TK Manager)
- Update Pandemic Plan information on the website.
- Make alternate arrangements for trash if service is unavailable.
  
- **Counseling Center:**
  - Cancellation of existing appointments to prevent exposure of students to the health center.
  - Provide emotional support on campus and in residence halls through open support meetings.
  - Provide telephone emergency support to existing clients and new clients.
  - Provide telephone support to those in quarantine and isolation.
  
- **Center for International Education:**
  - Coordinate communication with
    - international students and parents.
    - students studying abroad and their parents.
    - partner universities abroad and study abroad providers.
  - Log all such phone calls for likely FEMA reimbursement
  - Confirm workability of student and scholar listserv for situation updates
  - Email all students and scholars “how to protect yourself from avian flu” and “what the university is doing”
  - Set up “crisis update web page”
  - Provide interpreter services for communicating with students whose English proficiency may be low
    - Dean of Student’s Office
    - Housing Offices
    - Health Center
    - local hospitals
  - Identify essential personnel.
  - Begin daily
    - Staff Meetings
  - Broadcast emails to international students and scholars

## **Level Four**

### **Confirmed cases in Weld County (University Closed)**

The UNC Emergency Management team is brought together and provided latest information on Avian Flu.

- After receiving appropriate training from the WCHD, the SHC Medical Director, with assistance from the Health Center Clinic Manager and Manager of Student Health Services, are responsible for educating the response team.
  - Incident Commander is responsible for coordinating the implementation of the following roles.
  - Activate the EOC and prepare to activate Business Continuity Plans.
- :
- **The Health Center:**
    - After receiving appropriate training from the WCHD, the SHC Medical Director, with assistance from the Health Center Clinic Manager and Manager of Student Health Services are responsible for educating the Management Team.
    - Incident Commander is responsible for coordinating the implementation of the following roles:
      - Health Center will be responsible for:
        - Assist the Emergency Response Committee and Incident Commander.
        - Identify and implement schedule for all essential personnel as needed.
        - Provide medical care for students that remain on campus after university closure (i.e. international students).
        - Provide medical care for persons in isolation.
  - **Environmental Health & Safety:**
    - Assist the Emergency Response Committee and Incident Commander.
    - Communicate with State, regional, and local agencies and provide information to the Communications Center and Media Relations.
    - Coordinate medical waste storage, transportation and disposal.
  - **UNC Police Department:**
    - Minimal/essential personnel report only.
    - Implement modified duties assignment/responsibilities, as may be appropriate.
    - All police/parking facilities secure at all times.
    - Prepare for POD site activation.
    - Implementation of call center as needed.
    - Secure Health Center/asset protection.
    - Coordinate with GPD/ROTC, activate resources as may be needed.
  - **Facilities Management:**
    - Secure all campus buildings.
    - Assign essential personnel for security and critical maintenance activities.
    - Implement HVAC modifications for isolation and/or quarantine facilities.

- Assist with transportation of students to hospital as needed.
- Activate Emergency clean-up team.
- **Human Resources:**
  - Communicate to employees potential exposure.
  - Only critical employees report to work.
  - Ensure solvency of insurance providers and life insurance providers.
- **University Communications:**
  - Campus Community (Faculty, Staff, Students).
    - Web site / Ursa.
    - Updates on situation.
    - Use UNC Emergency Alert System (text messaging to cell and VOIP phones, voice alerts and e-mail) to provide updates about university status with a link to home page for more information.
    - Provide information to a call center to respond to faculty, staff and student inquiries.
  - Media (Newspapers, TV and Radio).
    - Gather information to distribute to media through e-mail, phone and Web site / Ursa.
    - Serve as spokesperson and direct contact for media representatives.
    - Plan and hold regular news conferences (ideally through an Internet video feed) as needed.
  - Public (Including Parents).
    - Updates on UNC' s public Web site.
    - Provide information to a call center to respond to all public inquiries.
  - Outside organizations.
    - Collaborate with outside organizations, like NCMC and Weld County Department of Public Health and Environment, for consolidated media outreach.
- **Dean of Student's Office:**
  - In collaboration with University Communications, coordinate communication to students and parents regarding the closing of campus.
  - Coordinate communication of the isolation, quarantine.
  - Work with Housing & Residence Life, Dining Services Health Center and Environmental Health & Safety.

- Deal with enforcement issues.
  - Parent issues.
  - Handle parent calls as needed.
- **Academic Affairs:**
    - Responsible for communication and coordination with academic areas on campus regarding necessary changes in class schedules, class cancellations, and other matters related to academics.
  - **President's Office:**
    - Issue the order that campus is closed.
    - Coordinate press releases with Communications.
    - Monitor the outbreak and based on recommendations from U.S. State Department, CDC and Weld County Health Department and other appropriate health agencies, determine when it is prudent to open campus again.
  - **Housing & Residence Life:**

Should the University of Northern Colorado cancel classes due to a pandemic, the Department of Housing & Residence Life will inform students that they will be expected to return home and may need to remove their personal belongings from their rooms/apartments. International and out-of-state students will be provided with housing if they cannot leave. All but two residential facilities will be closed and remaining students will be moved/consolidated. Isolated or quarantined students will be moved to Harrison Hall because of the suite-style living, and ease of cleaning; one wing used for isolation of those who are ill and one wing of Harrison for quarantine of those who have been exposed but are not ill. All other students or university employees needing housing will be located in Lawrenson Hall. Students and families living in University Apartments will be allowed to stay in their apartments if the University closes.

If university is closed:

- Implement communication with students about university closure.
- Follow residence hall closing procedures.
- Only essential personnel report to work.
- Essential Staff receive N95 respirators.
- Work with telephone control center.
- Report any possible cases to the Health Center.

If the university is open:

- Implement plan for isolation and quarantine as directed by Weld County.
- Coordinated removal of non-contact students if directed by Weld County.
- Essential staff receive N 95 respirators.
- Non-essential staff will work from home.

- Work with the telephone control center.
  - Report any possible cases to the Health Center.
- **Dining Services:**
- When the university is closed, Dining Services will provide modified services and menus until the end of the contracted housing period. These modified services will include:
    - TK, UC, Senior Nutrition, Concessions, Retail Dining, and Catering will be shut down. All staff will be relocated to Holmes Hall.
    - Emergency food service will be provided as a Gourmet to Go type option at Holmes Hall. Hours of operation will be dependent upon staffing, supplies and direction from upper administration. Two meals per day will be available with a snack included in the Gourmet to Go type meals.
    - Food will be delivered to Quarantine drop off areas on campus.
  - Level 4 sanitizing procedures will be put in place for dishwashing, food handling.
  - Offer meals to meal plan holders and essential personnel only. Students will be assigned the “Emergency Meal Plan” for Students if they choose to purchase it. Charges will be calculated after the incident is over, so this will allow the students to only pay for the meals they’ve eaten.
  - All university essential personnel will be assigned to the “Emergency Meal Plan” for Faculty/Staff, and charges will be calculated after the incident is over.
  - Essential staff report to work; essential staff will receive N95 Respirators.
  - Increase orders for GTG items (bottled water, juices, cereal, oatmeal, cream of wheat, grits, soup, etc.)
  - Only allow one customer at a time into the Gourmet to Go area.
  - Daily contact will be made with vendors in regards to delivery available.
  - Modify employee schedules as needed.
  - Track all employees’ hours with timecards.
  - Switch from Quat to bleach sanitizing.
  - Provide meals and beverages round the clock for pick up for the UNC Command Center.
  - Review Isolation, Quarantine, and Gourmet to Go type menus and ensure all supplies are on hand.
  - Vending will continue based upon availability of product.
  - Volunteers may be needed to assist with food service and distribution (see level 3).
  - Cash will no longer be accepted at the checkstand; meal plans and credit cards will still be allowed. Numbers will be typed in by checker vs. swiping cards.

- Dining Services web author will update Pandemic Plan information on the website as needed. Information should include (but is not limited to):
  - Link to the UNC website for official statement
  - Dining location closures
  - Status updates
  - Employee reporting procedures
  - How to volunteer your services
- Place message on phones with information about what is happening and our services.
- If needed contact prime vendor for refrigerated truck for deceased.
  
- **Counseling Center:**
  - Center will be closed due to proximity to the health center and common ventilation system.
  - Aid the Dean of Students in dealing with distressed students, faculty/staff and parents.
  - Provide emotional support on campus and in non-quarantined residence halls through open support meetings.
  - Provide telephone emergency support to existing clients and new clients.
  - Provide telephone support to those in quarantine and isolation.
  
- **Center for International Education:**
  - Coordinate communication with
    - international students and parents.
    - students studying abroad and their parents.
    - partner universities abroad and study abroad providers.
  - Log all such phone calls for likely FEMA reimbursement
  - Confirm workability of student and scholar listserv for situation updates
  - Email all students and scholars “how to protect yourself from avian flu” and “what the university is doing”
  - Update “Crisis update web page” as needed but not less than daily
  - Provide interpreter services for communicating with students whose English proficiency may be low
    - Dean of Student’s Office
    - Housing Offices
    - Health Center
    - local hospitals
  - Identify essential personnel.
  - Non-essential personnel work from home.
  - Begin daily
    - Staff Meetings
      - Broadcast emails to international students and scholars



- Identify essential personnel (Joe Tort, Helen O’Keefe, Rick Hoines-Brumback, Trisha Moya).
- Coordinate with appropriate embassies for repatriation of remains of deceased international students
- Work with community contacts to locate housing for international students living on campus and unable to return home due to stoppage of international travel.
- Maintain contact with all international students
- Clarify with DHS status of students who cannot enroll because university is closed.
- Maintain active SEVIS records for students unable to enroll due to university closure
- Coordinate with UNC Police and ICE to ensure safe student status

## **Disaster Recovery and Business Continuity**

- **Dining Services**

- Staffing:
  - contact current staff (phone classified staff, email student staff)
  - Essential staff report to work
  - Hire new staff (potential loss of staff during emergency)
  - Contact temporary agencies for additional staffing
  - Set up phone number and procedures on website so employees can check status on reporting procedures.
- Coordinate with recommendations for CDC, Weld County Health Department, and any UNC directives and press releases.
- Sanitize building and equipment.
- Test equipment at all units that have been closed.
- Redistribute borrowed equipment and supplies.
- Contact vendors to resume deliveries.
- Determine modified hours of operation for transition back to full service.
- Possibly create a transition menu.
- Place CBORD purchase orders ahead of time.
- Update Pandemic Plan information on website.
- Meal Plan Sales:
  - Communication
    1. Website
    2. Phone messages
  - Refunds? (per the University/state)
    1. Should follow what the university does (tuition/fees, housing, etc)
  - Credit?
    - Gradual transition:
  - Holmes will continue to be open. Gradually extend hours and/or meals and/or services.
  - Open TK next

- Open the UC Food Court next and Retail Dining (as applicable and depending on corporate directives)
- Lastly, open Catering and Senior Nutrition
- **Center for International Education**
  - Cut CIE staff from 5 to 3: Joe Tort, Tricia Moya, Helen O'Keefe or hire new to replace deceased staff
  - Cut ESL staff to 4 or hire additional to replace deceased staff
  - Orient students to the new UNC
  - No new international students as unable to enter US
  - Continue communications with international students and parents and American students on study abroad and their parents
  - Coordinate closely with DHS regarding new immigration regulations necessitated by pandemic and its disruptions
  - Hire student staff to replace deceased

## Appendix A

### Avian Flu Resources

**While not an exhaustive listing, the following will provide key resources to stay informed of Avian Influenza activities**

- Official United States government website on pandemic flu and avian influenza  
<http://www.pandemicflu.gov/>
- Avian and Pandemic Influenza Management and Response Unit, USAID  
[http://www.usaid.gov/our\\_work/global\\_health/home/News/news\\_items/avian\\_influenza.html](http://www.usaid.gov/our_work/global_health/home/News/news_items/avian_influenza.html)
- National Vaccine Program Office, HHS  
<http://www.hhs.gov/nvpo/pandemics/index.html>
- Avian Flu Facts, CDC  
<http://www.cdc.gov/flu/avian/index.htm>
- National Institute for Allergy and Infectious Diseases, NIH  
<http://www3.niaid.nih.gov/topics/Flu/default.htm>
- WHO Avian Flu Home Page  
[http://www.who.int/csr/disease/avian\\_influenza/en/](http://www.who.int/csr/disease/avian_influenza/en/)
- World Organization for Animal Health  
[http://www.oie.int/eng/AVIAN\\_INFLUENZA/home.htm](http://www.oie.int/eng/AVIAN_INFLUENZA/home.htm)
- Global Health Council  
<http://www.globalhealth.org>
- Ready America  
<http://www.ready.gov/america/index.html>
- University of Michigan  
<http://www.umich.edu/flu.php>
- For regular updates, contact  
nbates@globalhealth.org

#### **Experts**

For a listing of private industry entities currently working on avian influenza, visit  
[http://www.globalhealth.org/avian\\_flu/private\\_industry.php](http://www.globalhealth.org/avian_flu/private_industry.php)

#### **Reports**

The World Health Organization (WHO) has released a document recommending strategic actions to respond to the avian influenza threat. The document sets out activities that can be undertaken by individual countries, the international community, and WHO to prepare the world for an influenza pandemic and to help mitigate its impact once international spread has begun. To view the complete document, visit

[http://www.globalhealth.org/images/pdf/avian\\_flu/who\\_recommendations.pdf](http://www.globalhealth.org/images/pdf/avian_flu/who_recommendations.pdf)

## **Appendix B**

### **Abbreviations**

CDC – Centers for Disease Control and Prevention

EOC – Emergency Operations Center

GPD – Greeley Police Department

HHS – Health and Human Services

PPE – personal protective equipment

SHC – Student Health Center

UNC – University of Northern Colorado

WCHD – Weld County Health Department

WHO – World Health Organization