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1.0 Pandemic Policy

1.1 Purpose

This policy defines the responsibilities and authorities in the event of a pandemic of the University community.

1.2 Pandemic Background

Outbreaks of influenza have been known to occur for centuries, and three influenza pandemics have occurred in the previous century alone – the Spanish (1918), Asian (1957) and Hong Kong (1968) pandemics. These pandemics resulted in reported numbers of deaths in the millions across continents and world-wide.

International health experts are predicting that another pandemic influenza will occur although the timing and pattern of the pandemic is unpredictable. When it does, the impact could be extensive, with millions in Canada anticipated to be infected and possibly thousands succumbing to the disease. Clearly, it is important for institutions and businesses to prepare for this possibility.

Work has occurred at the federal level that has resulted in the development of a contingency plan, which reflects the role of the federal government in a pandemic influenza response. Similarly, at the provincial level, the Department of Health and Wellness has undertaken a planning process in collaboration with various stakeholders for a Nova Scotia response to a pandemic influenza.

Beginning in 2007, Saint Mary's University has participated in discussions about pandemic planning with representatives of public health, postsecondary institutions and other organizations and agencies. Additionally, the University's Emergency Management Working Group University has been developing the Pandemic Plan for Saint Mary's University. Initially, the SMU Pandemic Planning Framework mirrored the York University Plan, incorporating the World Health Organization's model of Pandemic Alert Phases in its action plan. The Saint Mary's University action plan has evolved to have three Phases – Ready, Mild and Severe. The University still relies on and monitors the WHO Pandemic Alert System for global reference information.

1.3 Related Links

- World Health Organization - www.who.int/influenza/preparedness/pandemic/en/
- Government of Canada - www.phac-aspc.gc.ca/influenza/plans-eng.php
- Nova Scotia pandemic Information - <http://emo.gov.ns.ca/content/business-continuity-planning-checklist-pandemic-influenza>

1.4 Principles

1. To safeguard the health and wellbeing of individual members of the University.
2. To protect the academic mission of the University through continuity of core activities.
3. To protect the long-term interests of the University.

1.5 Roles and Responsibilities

1.5.1 Executive Management Group (EMG)

The Executive Management Group will be responsible for the policy, strategy and priorities of this Plan. The Executive Management Group provides guidance and support to the Emergency Management Team and the Emergency Operations Center (EOC), including setting priorities and direction for campus preparation, response and recovery activities. The EMG is comprised of the following members:

- President
- Vice President, Finance and Administration
- Vice President, Academic and Research

Any member of the EMG can activate the EMG and/or the Emergency Management Team during a pandemic. The EMG assesses the situation based on information from the Emergency Management Team. The President or delegate is empowered to declare a University Emergency and cancel classes or suspend all or parts of the university operations on a complete or phased basis when:

- a) Absenteeism of faculty, staff, and students severely affects the ability of the University to stay open.
- b) The University operations critical services cannot be provided.
- c) External government agencies such as the NS Department of Health and Wellness provide the University with an order to close or reduce operations.
- d) It is in the best interest of the University to ensure social distancing by minimizing public meetings and sporting events.
- e) Conditions exist on or within the vicinity of the campus which result from natural or human caused disasters or civil disorders which pose a threat of serious injury or damage to property, the environment, or University operations.
- f) Extraordinary measures are needed to avert, alleviate, or repair damage to University property or to maintain orderly operation of the campus

The Vice President, Finance and Administration has overall responsibility for ensuring that plans are in place that will address anticipated pandemic situations that could occur on campus.

1.5.2 Emergency Management Team (EMT)

The Emergency Management Team is the University's primary response team in the event of a pandemic and will coordinate any pandemic incidents. The Emergency Management Team reports directly to the President, through the Vice President, Finance and Administration.

The Emergency Management Team will be responsible for the overall coordination, resource support, operational planning, and communication of this Plan. The functional areas that will be considered are administration, finance, logistics, and operations.

The Emergency Management Team is responsible for managing the preparation, response and recovery for a pandemic. The EMT can be

activated by the chair of the team. Housed in a designated Emergency Operations Centre (EOC), the primary functions of the EMT are:

- to seek policy decisions and direction from the Executive Management Group, as required;
- to receive, prioritize, route and disseminate information;
- to provide recommendations on the cancellation of classes or the closure of part or all of the university operations
- to provide resources needed by the University community;
- to coordinate and provide support to field activities;
- to coordinate support for emergency responders; and
- to deal with issues that are beyond the scope of the field operations.

1.5.3 Emergency Management Team and Alternates

Team Member	Alternate
Vice President, Finance and Administration (Chair)	
Vice President, Academic and Research (Alternate chair)	
Associate Vice President, External Affairs	Communications Manager
Associate Vice President (Enrolment Management)/Registrar	Associate Registrar, Systems and Records
Senior Director, Facilities Management	Manager, Maintenance and Operations
Senior Director, Financial Services	Assistant Director, Financial Services
Senior Director, Human Resources	Human Resources Officer, Staffing, Labour and Equity
Senior Director, ITSS	Manager, Infrastructure
Senior Director, Student Services	Assistant Director, Student Services

If an alternate is not available, the chair may appoint a replacement.

1.5.4 Emergency Management Working Group

The Emergency Working Group will facilitate drafting the Emergency Management Plan.

Team Member	Team Member
Senior Director, Facilities Management (Chair)	Manager, University Security
Associate Registrar, Systems and Records	Communications Manager
Human Resources Officer , OH&S and Wellness	Manager, Maintenance and Operations
Senior Director, ITSS	Project Analyst, Financial Services
Assistant Director, Student Services	Director of Housing and Conference Services

1.5.5 Vice President, Finance and Administration

The Vice President, Finance and Administration has operational responsibility of emergency management at Saint Mary University to:

- Chair the Emergency Management Team
- Determine the membership of the Emergency Management Working Group
- Create, implement, review, and maintain the Emergency Management Policy and Plan
- Define the departmental procedures requirements
- Report to the President
- Provide a recommendation to the President from the Emergency Management Team to cancel classes or close all or parts of the university operations.
- Determine the need to contact outside agencies

1.5.6 President

The President has responsibility to:

- Cancel classes or close all or parts of the university operations, upon recommendation of the Emergency Management Team.
- Determine, in consultation with the Senate, at which point the absence of students, faculty and staff becomes an academic disruption (where Senate Policy would have to be invoked and principles of academic integrity, fairness to students and timely communication would apply) and options for remediation considered

1.5.7 Departments

Departments are responsible to develop and maintain local procedures to augment the University procedures. The departmental procedures form an integral part of the University procedures.

If the department is housed in a leased facility, they will develop procedures in conjunction with the landlord's emergency procedures.

1.5.8 Housing and Conference Services Department

Students in residence at the University are dependent on the University infrastructure for all of their essential services such as security, housing, heating, food services, waste disposal, wash rooms, etc. Due to these critical functions the Housing and Conference Services Department has specific policies and procedures, which includes but is not limited to:

- Contagious Diseases
- Residence Fire Safety Plan

1.5.9 Animal Care Emergency Response Team

The Chair of the Animal Care Committee, or their alternate, the Animal Health Technician, shall be contacted in emergencies involving animals under the care of the Animal Care Committee and/or Saint Mary's University animal care facilities, or personnel involved with animal care, animal research and/or the use of animals in teaching. The Animal Health Technician will contact the Animal Care Emergency Response Team. In some cases, consultation with the University legal counsel may be necessary as well.

The Animal Care Emergency Response Team members are:

- Animal Health Technician
- Chair, Animal Care Committee
- Vice President, Academic and Research
- University Veterinarian
- Manager, University Security
- Associate Vice President, External Affairs

1.6 Planning Assumptions

The development of the Pandemic Policy and Plan and the Pandemic Business Continuity Plan is based on the following assumptions and guidelines:

1.6.1 General

- University will follow and support the Department of Health and Wellness guidelines, information bulletins and sanctions.
- University will collaborate with regional universities and related agencies through the AAU.
- There is limited immunity and a high risk of contraction is inevitable if exposed. Prevention measures can help in avoiding contraction.
- 15-35% staff, faculty and student absence as a result of illness, caring for sick family members or friends, and closures of schools and daycare facilities and absenteeism.

- The duration of each pandemic influenza wave is likely to be six to eight weeks.
- In a pandemic situation, potential exists for all to be infected, including the emergency response organization and senior University decision-makers
- A potential for between three and thirty-five related deaths of Saint Mary's community members based on mortality rates of one in 522 to one in 2870. Saint Mary's mortality rate could be higher if the University is one of the "clusters" hit hardest.
- The University has specific vulnerable populations that may be at higher risk of exposure or require special care (e.g., young adults and elderly, persons with disabilities, pregnant women, daycares, students in residence and apartments, custodial staff, essential service workers, students and employees in international travel, etc.).
- There is an increased probability of exposure in some University buildings and gathering places where there is a greater likelihood of direct contact with others because of high volume of pedestrian traffic or high density of occupants. Examples include lecture hall buildings, recreation centre, cafeterias, student residences and apartment buildings.

1.6.2 Operations

- The University President and the Emergency Management Team should adopt, on the basis of a percentage of the University population (students, faculty and staff) reported sick or absent, a trigger point for full suspension of operations.
- University services critical to the health and welfare of the population and that are especially important during an outbreak include Security, Student Services, Food Services, Facilities Management, ITSS, Animal Care, payroll, Human Resources, and Occupational Health and Safety.
- Employees in roles not considered essential services may be re-assigned to help out in other ways during the University's time of crisis.
- Provision should be made for certain employees to work from home (if, for instance, they are under quarantine, have care responsibilities, or are unable to travel). Employees that will need adequate remote connectivity (computing, network, and telecommunication) should be identified early in the planning stages.
- Commercial tenants at Saint Mary's University may experience interruption in their services.

1.6.3 Academic

- The President in consultation with the Senate will determine at which point the absence of students, faculty and staff becomes an academic disruption (where Senate Policy would have to be invoked and principles of academic integrity, fairness to students and timely communication would apply) and options for remediation considered.
- There will be the potential for unattended research and loss of intellectual property.
- Animals in research facilities will be cared for.

1.6.4 Response

- Measures to prevent exposure as long as possible should be planned for the University's emergency management and response personnel. In order to prevent all response personnel from becoming sick at the same time, exposure should be minimized for as long as possible through the use of personal protective equipment (PPE). This will allow key responders and decision-makers to remain operative until a percentage of sick personnel have survived the ordeal, built immunity, and are able to return to assist in response efforts.
- Some of the University community who may not be prepared and this will result in the University facing greater taxation of its resources to respond to the pandemic. Preparedness education for the pandemic will need to be at the grassroots level, with responsibility residing with the individual (student, employee) and family. Individuals must be responsible for their own preparedness. This applies to food, fluids, shelter, care and medication, for employees and students who are physically reliant on medications
- Students in residence, essential service employees, and members of the Emergency Management Team may not have access to services (food, waste removal, cleaning, snow clearing) from normal sources either on-campus and/or off-campus. Additionally, these individuals may not be able to access cash for purchases if there is disruption to banking services and machines
- It is beneficial to promote hygiene on an ongoing basis. Strategic actions designed to reduce potential exposures or mitigate continuity issues don't have to wait for either the Plan to be completed or for the pandemic to arrive.
- Communications and Prevention Education are important. The University should provide useful information to its employees and students on an ongoing basis, from the beginning of the planning process and throughout an outbreak situation. If a communication vacuum exists, the community will create rumours and misinformation will fill the gaps. Individuals who are provided information in a clear and consistent manner tend to remain calm, cooperate and help others more than those who are caught off guard by a situation. Ongoing communication will instill community confidence in the University's plans. Bulletins, website messages, employee meetings and other communication tools should be employed to share information and provide an enhanced sense of control.
- The University's communication plan for disseminating information should include targeted messages for parents and families of Saint Mary's students as well as tenant organizations and groups on the University's campuses.
- Where possible, senior University officers and leaders within the University community should participate in pandemic related drills to build employee confidence and improve decision-making processes. Like any situation, people tend to cope better if the situation has some familiarity.

1.6.5 External Factors

- University will follow and support the Department of Health and Wellness guidelines, information bulletins and sanctions.

- In a severe pandemic situation, processes and actions in Saint Mary's Pandemic Plan may be taken out of Saint Mary's University direct control by outside Agencies, such as the Nova Scotia Department of Health and Wellness.
- The University should not rely on upper levels of government to provide policy direction before or during a pandemic nor should it assume that assistance will be provided during a pandemic, given the wide-scale demands and limitation of resources. The University should plan to make its own decisions on policy and guidelines (e.g., closure or scale-back criteria) and should form relationships formed through collaborative planning and personal/professional networks that might provide assistance during an emergency outbreak.
- Some employees will be unable to make themselves available to work because of their priority of personal safety, their need to care for family members or others, and a fear of contracting the disease. Employees faced with conflicting obligations between home and the workplace will gravitate to the care and safety of immediate family members. The University needs to encourage employees to address issues of childcare, family communications and transportation prior to the emergence of a pandemic.
- University neighbors or students living off campus may seek support or assistance from the University during a time of crisis and, as a guideline, the University should respond "as resources are available".
- The University should not rely on the provincial health care system to provide arrangements for caring for sick students in residence (who are unable to go home). The pandemic will create surge demand at hospitals and extend to their limits all physicians, nurses and public health workers.
- There will be the potential for a disruption of transit service to the University campus leading up to or during the pandemic outbreak.
- During a pandemic Saint Mary's University may be called upon to support other Universities via mutual aid agreements.
- University will collaborate with regional universities and related agencies through the AAU.

1.7 Pandemic Plan Web Site

Saint Mary's University will maintain a pandemic planning web site to communicate pandemic preparedness, response and recovery.

1.8 Legislation

Relevant provincial and federal legislation includes but is not limited to:

Federal:

The Emergencies Measures Act

The Emergencies Preparedness Act

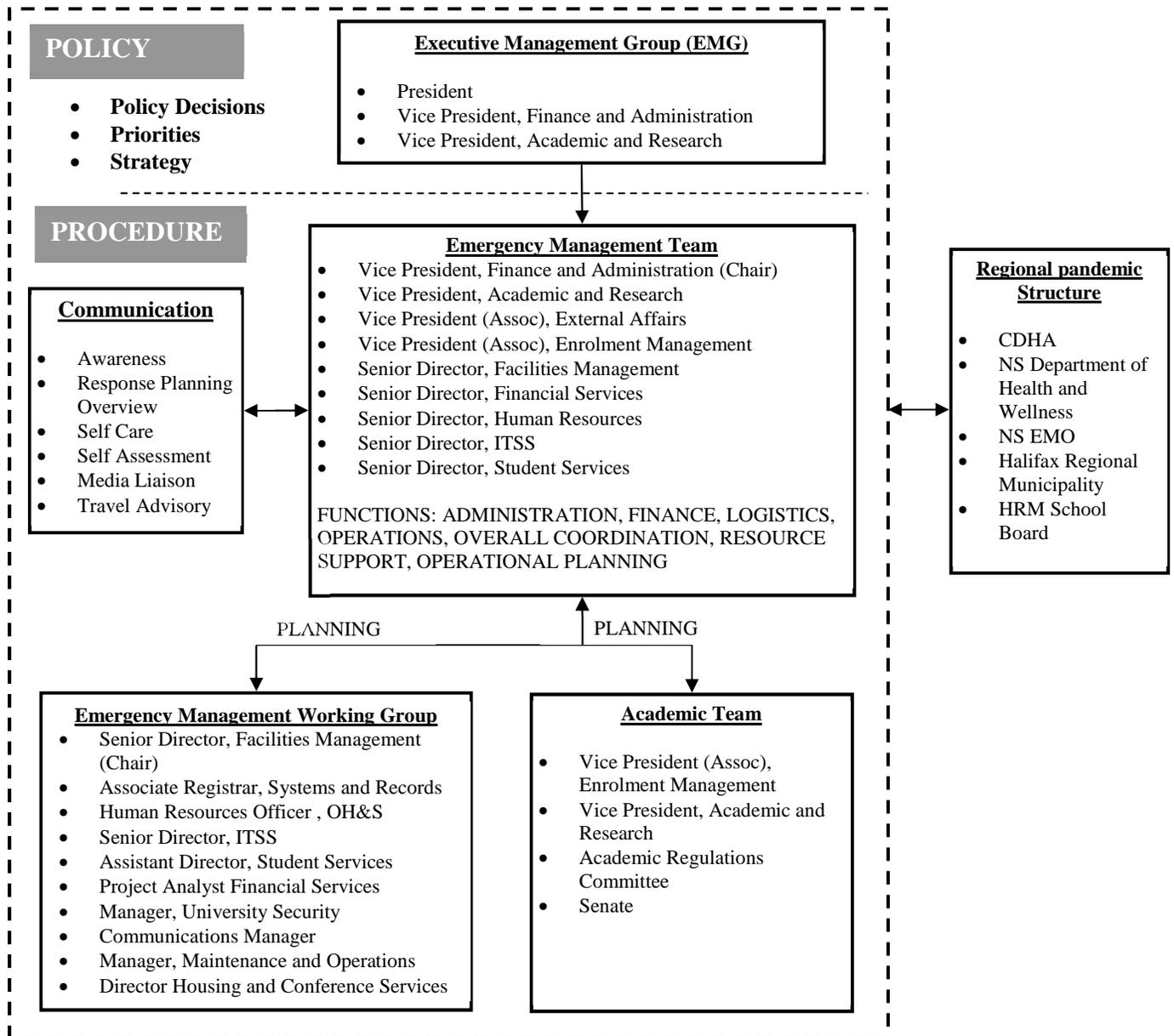
Provincial:

Health Protection Act

Emergencies Measures Act

2.0 Pandemic Management Structure

2.1 Organizational Chart



2.2 Pandemic Structure and Staffing

Saint Mary's University has adopted the Incident Management System (IMS) in principle for command, control and coordination of incident response. IMS is widely accepted by response agencies across North America and is the standard organizational structure and management system used to align both private sector and government response organizations. Saint Mary's University IMS includes four basic components: administration, operations, logistics, and finance operating out of a dedicated Emergency Operations Centre (EOC). The basic functions are directed by the Emergency Management Team (EMT), which is fully detailed in the Saint Mary's University Emergency Management Policy and Plan.

The following is a brief description of the roles and responsibilities of the University Incident Management System (IMS) organizational structure, Emergency Operations Centre functional groups, and the affiliated staffing positions.

2.3 Emergency-Duties

2.3.1 Emergency Management Team-Emergency Duties

The Emergency Management Team will meet in the Emergency Operations Center (EOC) which will be the McNally Main Boardroom (MM112). In the event the boardroom is not available S201, Dean of Science meeting room will be used.

Vice President, Finance and Administration (Chair)

- Activate the Emergency Management Team.
- Advise and make recommendations to the President, Board of Governors, Senate, and Executive Management Group (EMG) as needed.
- Facilitate the process of cancellation/resumption of classes.
- Coordinate the emergency management team.
- Facilitate the approval of expenditures.
- Facilitate assistance from outside agencies, when required.
- Liaison with the Department of Health and Wellness, AAU, and Municipal/Provincial Agencies.

Vice President, Academic and Research

- Coordinate faculty and academic departments.
- Communicate pandemic impact of classes and research.
- Liaise with the Academic Regulations Committee and Senate.

Vice-President (Assoc.), Enrollment Management

- Reschedule/relocate classes as needed.

Vice President (Assoc.), External Affairs

- Coordinate and prepare release of public information.

- Keep the public informed of significant developments occurring during the pandemic, as frequently as reasonable.
- Establish communication requirements and methods.
- Arrange for media facilities.
- Conduct media briefings as needed.

Senior Director, Facilities Management

- Liaison to University Fire Chief (Maintenance Manager).
- Liaison to facilities management personnel.
- Liaison to outside facilities management agencies e.g. snow removal, construction contractors, engineers, environmental, etc.
- Liaison to services and utility companies, e.g. Nova Scotia Power.
- Liaison to Department of Environment (for environmental issues).
- Provide facilities management equipment, supplies, and equipment operators.
- Oversee continuation/restoration of physical services to the University, e.g. power, water, access, heating, ventilation, and lighting.
- Liaison to police, RCMP, and related agencies.
- Liaison to Emergency Measures Organization (EMO) Nova Scotia
- Coordinate the response of University security.

Senior Director, Financial Services

- Coordinate purchasing and supply requirements.
- Provide inventory of stores, and supplies.
- Liaison to suppliers.
- Maintain a record of all purchases.
- Liaison to insurance Brokers and coordinates coverage during and after the pandemic.

Senior Director, Human Resources

- Coordinate the supply and demand of human resources.
- Maintain human resources records and details for financial liabilities.
- Advise on all human resource planning.
- Liaison to Department of Labour and Advanced Education (for Occupational Health and Safety issues).
- Liaison to Employee Assistant Program (EAP), Long Term Disability (LTD), benefits and life carriers.

Senior Director, ITSS

- Provide telecommunications support to EOC and media, as required.
- Liaison to external telephone, IT, and telecommunication agencies.
- Provide emergency updates on smu.ca and SMUPort.

Senior Director, Student Services

- Facilitate alternates arrangements for University residents:
 - Food and drinks
 - Lodging
 - Clothing
 - Registration and inquiry services
 - Counselling
- Liaison to municipal and provincial Health Agencies.
- Coordinate activation of mutual aid agreements as needed.
- Provide information on any health hazards for dissemination.
- Provide for mass immunization, if required.
- Plan for the evacuation of residences.
- Provide list of pharmaceutical, medical, hospitals, clinics, and health care personnel.

Secretary – Office of the VP Finance and Administration

- Maintain a log of all actions taken.

3.0 University Pandemic Required Actions List and related Policy and Protocol

This table includes 20 action item required to ensure the University is appropriately prepared to respond to in the ready, mild and severe states. Under each action item the related SMU policy and or protocols are indicated.

Ready State	Mild Outbreak	Severe Outbreak
1. Appoint a Steering Committee to develop a Pandemic Master Plan		
Pandemic Policy and Plan	Pandemic Policy and Plan	Pandemic Policy and Plan
2. Establish a hierarchy of roles and responsibilities for managing a pandemic emergency, constant with the University's emergency preparedness framework.		
Pandemic Policy and Plan - 2.0 Pandemic Management Structure	Pandemic Policy and Plan - 2.0 Pandemic Management Structure	Pandemic Policy and Plan - 2.0 Pandemic Management Structure

Ready State	Mild Outbreak	Severe Outbreak
3. Policy in regard to reported absence of students, faculty, staff, and critical services, social distancing, and external agencies at which the University would suspend operations, including cancellation of classes and examinations and closure of offices and services.	3. Decide to cancel classes/exams in localized programs, departments or Faculties or University wide.	3. Decide about suspension of operations in administrative departments or University wide.
Business Continuity Plan and Senate Policy	Business Continuity Plan and Senate Policy	Business Continuity Plan and Senate Policy
4. Secure funding to ensure above measures are in place.		
Business Continuity Plan	Business Continuity Plan	Business Continuity Plan
5. Establish protocols for managing deaths, reports of deaths and claims for death benefits during an outbreak and /or University closure.		
EM University Response Plan #4 -Serious Death or Injury	EM University Response Plan #4 -Serious Death or Injury	EM University Response Plan #4 -Serious Death or Injury
6. Complete unit-specific business contingency plans for all essential program/service areas of the University.	6. Invoke business continuity plans, as required, in essential service/program areas.	6. Invoke business continuity plans, as required, in essential service/program areas.
Business Continuity Plan	Business Continuity Plan	Business Continuity Plan
7. Develop an integrated communications/awareness plan for students, staff, faculty, and parents/family and initiate a preliminary communication to assure the community that pandemic planning concerns are in hand.	7 Step up campus awareness and education initiatives in accordance with the communication plan with University community, parents/families, tenants and other campus stakeholders	7 Maintain up-to-date communications messages via the Web and voicemail system.

Ready State	Mild Outbreak	Severe Outbreak
Pandemic Communications Plan	Pandemic Communications Plan	Pandemic Communications Plan
8. Identify agencies for liaison during a Pandemic such as the Department of Health and local EMO.	8. Maintain liaison to public health agencies and education facilities.	8. Maintain liaison to public health agencies and education facilities.
9. Identify agencies for mutual aid such as other local Universities.	9. Identify needs for mutual aid requirements	9. Provide required needs as requested.
10. Initiate discussions with employee groups about Pandemic Planning and possible contingencies.	10. Continue discussions with employee groups about Pandemic Planning and possible contingencies. Formal meetings as required	10. Continue discussions with employee groups about Pandemic Planning and possible contingencies. Formal meetings as required
11. Initiate discussion with tenant organizations and groups on the University's campuses concerning Pandemic Preparedness.	11. Continue discussion with tenant organizations and groups on the University's campuses concerning Pandemic Preparedness.	11. Conduct discussions with tenant organizations and groups on the University's campuses concerning Pandemic Preparedness.
12. Review operations and identify areas to prevent and control the spread of disease. Develop informational materials (fact sheets, Q&As, etc.) that explain about the pandemic; that includes instruction on personal hygiene practices that help mitigate spread. Determine inspection and disinfection processes.	12. Install hand washing signage in campus washrooms. Additional signage will be placed at the hand sanitizer stations.	12. Rigorous implementation of disinfection and hygiene inspection processes and schedule for facilities.

Ready State	Mild Outbreak	Severe Outbreak
Facilities Management-Pandemic Preparedness Policy and Protocol	Facilities Management-Pandemic Preparedness Policy and Protocol	Facilities Management-Pandemic Preparedness Policy and Protocol
13. Estimate and the acquisition of an appropriate supply of equipment and supplies for prevention and employee protection. Build a four week inventory of critical cleaning supplies.	13. Implement disinfection and hygiene inspection processes and schedule for facilities. Stock hand sanitizer to supply to departmental offices as required.	13. Rigorous implementation of disinfection and hygiene inspection processes and schedule for facilities.
Facilities Management-Pandemic Preparedness Policy and Protocol	Facilities Management-Pandemic Preparedness Policy and Protocol	Facilities Management-Pandemic Preparedness Policy and Protocol
14. Develop protocols for health monitoring and medical assistance through all stages of the pandemic.	14. Continue to exercise vigilance in monitoring incidence of Pandemic in humans and spread.	14. Rigorous implementation of Public Health screening protocols and infection control measures. Continue to exercise vigilance in monitoring incidence of pandemic in humans and spread.
Health Services Protocol	Health Services Protocol	Health Services Protocol
15. Identify Emergency Response employees and protective equipment required.	15. Finalize strategies to prevent exposure for the University's emergency management and response personnel.	15. Assignment of emergency response workers to ensure critical operations continues uninterrupted.
Guidelines for EMT	Guidelines for EMT	Guidelines for EMT
16. Develop strategies for recruiting student volunteers to assist in emergency response during the pandemic Phase.	16. Train emergency response personnel and recruit volunteers (employees, students, outside Non-Government Organizations) to assist in emergency response during the pandemic Phase.	16. Assignment of emergency response workers and those recruited/assigned to treat ill persons.

Ready State	Mild Outbreak	Severe Outbreak
Residence Pandemic Flu Response Protocol	Residence Pandemic Flu Response Protocol	Residence Pandemic Flu Response Protocol
17. Develop a strategy for food service delivery through all stages of the pandemic.	17. Implement strategy for food service delivery.	17. Implement strategy for food service delivery.
Aramark Pandemic Preparedness-Phase 1	Aramark Pandemic Preparedness-Phase 2	Aramark Pandemic Preparedness Phase 2
18. Develop system(s) for monitoring attendance of (a) students, at scheduled classes and examinations; (b) of faculty, at scheduled classes and examinations; (c) of non-academic staff in their workplaces and for collating this information for plan implementation and institutional decision-making purposes.	18. Initiate attendance monitoring for students, faculty and staff to identify local outbreak patterns.	18. Continue to track attendance of students, faculty and staff and report daily to the Emergency Management Team.
Business Continuity Plan -	Business Continuity Plan -	Business Continuity Plan -
19. Develop strategy and procedures for communicating with, recalling and supporting Saint Mary's University students who are studying abroad in Pandemic infected areas as well as faculty and staff who may be in these international locations.	19. Implement plan for students studying abroad in affected areas and contact faculty members in affected international locations.	19. Enact plan for the return of students studying abroad in affected areas and contact faculty members in affected international locations. Re-entry to Canada will be subject to applicable Health Canada screening (as well as possible quarantine or health monitoring).
20. Establish guidelines for employee situations of work refusal, dependent care absence, quarantine, infection, and return to work.	20. Re-assign staff resources from less essential operations to support emergency response and/or core University activities.	20. Implement a work plan for workers and volunteers to support the emergency response.