University of Arizona Pandemic Response Activities by Pandemic Intervals
(Campus Specific)

PLANNING — **Interval 1: Investigation** - Limited human spread. No new organisms capable of producing a pandemic outbreak have been detected in humans, or sporadic cases of human infection with a novel organism capable of producing a pandemic outbreak is occurring.

RESPONSE
- **Interval II: Recognition -** confirmed cluster of cases of human-to-human transmission of a possible pandemic organism/disease anywhere in the world.
- **Interval III: Initiation –** initiation of a pandemic wave (sustained human-to-human transmission of a pandemic organism/disease anywhere in the world)
- **Interval IV: Acceleration -** increasing rate of pandemic cases in the U.S. (widespread human transmission)
- **Interval V: Deceleration -** decreasing rate of pandemic cases in the U.S.

RECOVERY — **Interval VI: Preparation -** Recovery Phase → preparation for future pandemic waves/outbreaks.

	Interval I Planning Stage	Interval II Alert, Confirmed Cluster of Cases	Interval III Sustained human-to-human transmission is occurring	Intervals IV and V Inter-pandemic Period	Interval VI Recovery and Preparation Stage
Pandemic Response Planning Group (of the UACIRT)	1. Identify key stakeholders to include in planning process. 2. Determine emergency response personnel 3. Identify key issues and strategize the decision-making process. 4. Identify current gaps in the Emergency Response Plan (ERP) and use the CDC checklist as guideline to address gaps and help with overall planning process. 5. Review and update the Emergency Communications Plan (ECP) of the CERP re: a pandemic response in conjunction with University Relations. 6. Review pandemic response plans.	1. Activate UACIRT Pandemic Response Planning Group. 2. Monitor Situation. 3. Emergency response personnel receive N95 mask fit testing and training in respiratory protection from Risk Management Services (RMS). 4. Involve external agencies in pandemic response planning (i.e. Pima County HD, University of Arizona Medical Center/UAHN) 5. Run periodic pandemic disease tabletop exercises. 6. Prepare and communicate travel advisories if indicated.	1. Convene the UACIRT Core Group for a situation briefing and review of the pandemic response plan and recommend implementation of appropriate portions of the plan and other actions as needed. 2. Activate the communications plan for the campus community. 3. Emergency response personnel receive appropriate respiratory protection supplies from RMS. 4. Assess inventories of public health supplies (masks, hand cleansers, etc.) and prepare for distribution and further acquisitions. 5. Communicate regularly with the Pima County Health Department (PCHD). 6. Prepare and communicate updated travel advisories if indicated.	1. Convene the Executive Policy Group (EPG) for a briefing and review of the pandemic response plan and recommend implementation of those portions of the plan and any other actions that are appropriate for this level (e.g. activating the UA Mass Clinic plans). 2. Provide regular updates to the EPG via emails or face-to-face meetings. 3. Continue to provide regular communications to the UA community in collaboration with the PCHD's Joint Information Center (JIC) and county Public Information Officers (PIOs). 4. Assess resources needed and acquisition and allocation plans.	1. Revise travel-related containment measures when appropriate. 2. Provide supplemental information for post-recovery. 3. Review the effectiveness of the execution of the pandemic communications and response plans and suggest improvements as warranted. 4. Revise the pandemic response matrix as necessary to integrate lessons learned.

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UA Campus Incident Response Team (UACIRT)	1. Identify key players/partners. 2. Identify gaps, update the Campus Emergency Response Plan (CERP). 3. Practice the CERP and ICS. 4. Determine emergency operations personnel and triggers for activation of UACIRT when necessary. 5. Review and update the Emergency Communications Plan (ECP) in regards to a pandemic response in conjunction with University Relations. 8. Explore effective ways to communicate with the entire campus community.	1. Practice CERP and ICS through tabletop exercises that include important community agencies and partners. 2. Develop and maintain a viable communications system for the UACIRT and the UA community. 3. Communicate and work w/ADHS & Pima County Health Department regarding planning, surveillance, trigger points, thresholds, legal authority etc. 4. Communicate with other college health services to share information on pandemic response planning. 5. Activate the UACIRT Planning Section. Involve other key players in planning (Facilities Management, Mental Health, Residence Life etc.) 6. Test Linkages between university's ICS and ICS of local/state agencies 7. Develop an equipment and supplies inventory related to a pandemic response on campus. 8. Develop a system to monitor general numbers re: daily faculty or staff absences.	1. Communicate regularly with the Pima County Health Department. 2. Request that the UACIRT Core Group be convened for a briefing and to review the pandemic response plan. 3. Compose and coordinate communications for the UA community with Office of Public Affairs. 4. Coordinate response plans with the UACIRT Chair and the Executive Policy Group. 5. Emergency operations personnel receive appropriate respiratory protection supplies. 6. The Crisis Response Team and the Critical Incident Stress Management Team are briefed and response plans are reviewed. 7. The UA Mass Clinic Planning Group is convened to review their plans and prepare for possible activation of our Point of Dispensing (POD).	1. Request that the full UACIRT be convened for a briefing and to implement the pandemic response plan. 2. UACIRT Planning Section prepares an Incident Action Plan (IAP) for various periods of pandemic duration. 3. Executive Policy Group (EPG) is briefed and engaged in managing the pandemic response plan and recommending implementation of those portions of the plan that are appropriate for this level.	1. Provide supplemental information for post-recovery. 2. Review the effectiveness of the execution of the pandemic communications and response plans and suggest improvements as warranted. - Review response, CERP, and IAP and make recommendations for future responses 3. Revise the pandemic response matrix and mass clinic plans as necessary to integrate lessons learned.
University Police (UAPD)	1. Determine emergency operations personnel. 2. Identify and prioritize training on pandemic flu. 3. Identify personnel to receive training. 4. Define role of UAPD in a pandemic situation.	1. Campus Health and others train dispatchers, security, and police on pandemic flu. 2. Alert Campus Health if encountering individual(s) with flu-like symptoms. 3. Emergency operations personnel receive fit test and training on respiratory protection (N95 masks) from RMS. 4. Establish policy for transportation services (i.e. students w/ health related complaints to a health care facility).	1. In conjunction with the CHS and Tucson EMS, implement policy and procedures for transporting individuals to hospitals. 2. Coordinate w/ emergency transportation services (Tucson Fire Dept. EMS etc.) as necessary. 3. Essential personnel receive appropriate respiratory protection supplies.	1. Secure buildings as necessary. Coordinate w/ RMS re: the posting of signage on closed buildings as directed by the EPG. 2. Notify CHS of suspected cases for surveillance purposes. 3. Assign emergency operations personnel to maintain public/campus safety and security. 4. Assign a UAPD command staff member to the EOC.	

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Facilities Management (FM)	1. Determine emergency operations personnel. 2. Work with pandemic planning staff to discuss FM role in pandemic planning.	1. Identify essential buildings and their maintenance needs in an emergency. 2. Establish facility decontamination procedures by cleaning staff 3. Emergency operations personnel receive N95 mask fit testing and training on respiratory protection from RMS. 4. Coordinate w/ UACIRT and Incident Commander to identify building capacities, resources, etc.	1. Emergency operations personnel receive appropriate respiratory protection supplies. 2. Maintain communications w/ IC. 3. Review pandemic response procedures.	1. Implement pandemic response procedures as indicated. 2. Post signage on secured buildings/coordination with campus police. 3. Maintain 24-hour emergency staff in case of emergency facility needs.	
Risk Management Services (RMS)	1. Participate in pandemic planning process. 2. Work w/ key players to determine the number of N95's and other public health supplies (surgical masks, hand sanitizers, etc.) to purchase. 3. Discuss liability insurance for mass clinic on campus (possibly covered under federal law). 4. Assist RLSS if necessary with identifying labs with potentially hazardous chemical or biological reagents that will require care should there be a closure or severe loss of personnel.	1. Assess respiratory protection plan and resources. 2. Assess the need for purchasing and stockpiling essential supplies and equipment. 3. Evaluate capacity for large hazardous material and for biohazard waste disposal. 4. Emergency operations/personnel receive N95 mask fit testing and training in respiratory protection 5. Coordinate with ITSOC, the planning group chair, and communications team to develop travel advisories to notify faculty & staff travelers returning from affected regions or entering an affected campus to limit their exposure to others and watch for signs of infection, as well as what to do if they become ill. 6. Maintain communications with appropriate UACIRT members.	1. Review pandemic response procedures. 2. Coordinate with ITSOC, planning group chair and communications team to prepare and communicate updated travel advisories if needed. 3. Arrange for additional medical waste pickups. 4. Essential personnel receive appropriate respiratory protection supplies.	1. Implement pandemic response procedures.	1. Work with ITSOC to revise travel-related containment measures if appropriate. 2. Coordinate financial/cost recovery with appropriate agencies (insurance, federal, etc.)
President's Office and the Executive Policy Group (EPG)	1. Determine emergency operations personnel. 2. Brief and Work with the UACIRT Executive Policy Group to develop pandemic response P&Ps as indicated/needed.	1. Receive information from UACIRT Chair and Pandemic Response Planning Group. 2. Provide regular updates to the EPG 3. Review content of internal and external public information bulletins and announcements. Work with University Relations to select	1. EPG is briefed by the UACIRT Pandemic Response Planning Group with a review of the pandemic response plan and current situation. 2. Evaluate information on institutional effects of the	1. EPG Implements the pandemic response plan. 2. Communication and coordination with ABOR, ASU and NAU. 3. President participates in communications to the public, media and U of A community	1. Monitor the UA Business Continuity and Disaster Recovery Plan 2. Revise travel-related containment

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	***Policies and Procedures to Consider:** a. Isolation and Quarantine b. Travel Restrictions c. Class Cancellations or Campus Closure d. Student/Employee Absence e. Stockpiling f. Student Housing g. Infection Control h. Liability and Credentialing i. Requiring direct deposit of paychecks j. Effect on conditions of employment for lengthy closures k. Flexible workplace issues l. Return to work approval m. Compensation n. Adjustments to the academic calendar o. Alternate teaching sites and/or methods. 3. Include UA South, the Phoenix Biomedical Campus, and other off-campus locations in any planning activities.	appropriate university spokesperson(s) for media reporting. 4. Emergency operations personnel receive N95 mask fit testing and training in respiratory protection from RMS. 5. Begin assessing whether to restrict official or school related travel of faculty, staff and students into areas of the pandemic based on CDC and World Health Organization (WHO) recommendations, put forth by ITSOC. 6. Identify the institutional procedures and resources available and needed to assure the continuity of instruction, research and related operations for students and employees in the event of large scale absenteeism. Issues to be address include: - Alternatives to classroom instruction - Departmental procedures for combining or sharing classes and teaching responsibilities - Flexibility re: student absences - Maintaining ongoing lab based research projects 7. In conjunction with the UACIRT, Develop a system to monitor general numbers re: daily faculty or staff absences. 8. In conjunction with the UACIRT, Develop triggers for making the decisions to close down all or parts of the university. Issues included here are: a. Policy on deadlines for tuition, financial assistance, fees, fines,	scenario and set response priorities as appropriate 3. Emergency operations personnel receive appropriate respiratory protection supplies from RMS. 4. Revise travel restrictions as appropriate based on updated ITSOC and CDC recommendations. 5. Communication and coordination with ABOR, ASU and NAU.	is handled as per the Crisis Communications Plan. 4. Restrict movement on and off campus for activities/athletic events if advised to do so by the PCHD and/or ADHS. 5. Authorize temporary suspension of classes or closure if indicated based on pre-determined triggers. A key issue here is communicating advanced warning and then timely sharing of closure and resumption of business information. 6. Implement the UA Business Continuity and Disaster Recovery Plan as indicated.	measures if appropriate. 3. In conjunction with the UACIRT, review the effectiveness of the execution of the pandemic communications and response plans and suggest improvements as warranted. - Review response, CERP, and IAP and make recommendations for future responses.

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		drop/add, refunds, final grade submission, etc. b. Impact of temporary closure on student progress and remedies available to mitigate this impact.			
University Communications /Office of Public Affairs	1. Determine emergency operations personnel and chain of command. Explore options for key personnel to work remotely. 2. Identify primary spokesperson for media. 3. Draft prevention messages about proactive efforts at UA to prevent or contain a pandemic with links to appropriate state & federal websites. 4. Identify technical experts (for web, phone messages, video/audio support). 5. Begin planning a pandemic response section linked from the main UA website. 6. Coordinate with colleagues at county/state re: plan for emergency communications. 7. Test communication systems (websites, listservs, mass voice mail, etc.) 8. Help plan/promote a public forum on pandemic flu.	1. Draft internal and external messages, with the planning group chairperson, and coordinate distribution to key audiences. Post information on pandemic response website and share via UAlert and social media. 2. Emergency operations personnel receive N95 mask fit testing and training in respiratory protection from RMS. 3. Provide information to the public via appropriate avenues – can be broadcast via Internet and Arizona Telemedicine Program to sites throughout the state. 4. Provide a list of pandemic experts to the media. 5. Continue to coordinate with colleagues at other agencies. 6. Provide links to key national news stories and relevant information sources on “UA Pandemic Plan” page on UACIRT website. 7. Prepare internal/external messages for likely scenarios for use in later stages of the pandemic. 8. Create communications promoting good public health hygiene as an infection control measure and encouraging people to get an annual flu vaccine.	1. Assemble emergency operations communications personnel to coordinate communications efforts. 2. Ensure close coordination with the Office of the President, DOS Office and other campus groups, as well as the Pima County Health Dept. UAMC, Kino, and other government agencies. 3. Post and record bulletins and updates on the UA website and UACERT website. Share links via UAlert and social media. 4. Follow the UA Campus Emergency Response Plan (CERP), ensuring all emergency communications provide current information. 5. Emergency operations personnel receive appropriate respiratory protection supplies.	1. Follow the Emergency Communications Plan. 2. Maintain close and regular contact with the PCHD PIO and the Joint Information Center (JIC).	1. Handle post pandemic communications to key audiences and media. 2. Review the effectiveness of the execution of the emergency communications plan and suggest improvements as warranted.

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Business Affairs (BA): Finance & Purchasing **Budget Office, FSO, Systems Control, and PACS**	1. Work with key players in and outside of Business Affairs (BA) to address necessary financial policies such as direct deposit and en masse tuition refunding. 2. Identify response trigger points to initiate emergency finance policies. 3. Identify critical people within Business Affairs and maintain their contact information; develop succession plans. 4. Departmentally, identify ways to operate critical financial systems from remote locations. 5. Departmentally, review and update Business Affairs pandemic response and Continuity of Operation Plans (COOP).	1. Consider purchasing and stockpiling essential supplies, food, etc. 2. Provide financial guidance for campus units stockpiling medications, masks, cleaning supplies, food, etc. 3. Monitor situation. 4. Review pandemic response plans with administrators and staff. 5. Review trigger points and financial policies. 6. Test remote system operations. 7. Determine and plan for impact and contribution of auxiliary units if they need to support pandemic response efforts.	1. Provide decision makers with timely financial information on revenue impacts, closure costs, etc. 2. Gather required information for possible implementation of mandatory direct deposit or rechargeable prepaid debit cards. 3. Communicate with key vendors for ACH and electronic payment information; notify bank(s) with UA P-Card contract. 4. PACS will begin stockpiling the 34th Street Warehouse with supplies (water, first aid kits, masks, gloves, etc.) 5. Provide financial guidance for campus units stockpiling medications, masks, cleaning supplies, food, etc.	1. Financial document triage; absenteeism may allow only the high priority documents to be processed. 2. If conditions warrant, activate mandatory payroll mechanism and/or electronic payment for key vendors. 3. Implement remote access for critical financial processes if absenteeism or conditions require. 4. Plan for and determine if conditions require marshaling of funds to support response efforts. 5. If extended closures or cancellation of semester occurs, be prepared to implement tuition refunding policies en masse 6. Make vehicles and staff available to aid in the response.	1. Work with auxiliary units such as Police, Res Life, FM to address deficits caused by service provision. 2. Provide supplemental information for post-recovery. 3. Utilize log of actions to review the effectiveness of the financial policies, identify gaps in planning, and suggest. improvements 4. Review financial statements for necessary adjustments for pandemic response expenses.
Housing & Residential Life (HRL)	1. Participate in pandemic planning process. 2. Develop pandemic response plans pertinent to the needs and potential situations faced by Housing & Residential Life. 3. Determine emergency operations personnel. 4. Develop agreements (MOA) with public/private sector to provide services (e.g. facilities for isolation or quarantine if requested	1. Develop plans for handling exposed and ill students. 2. Emergency operations personnel receive N95 mask fit test and training in respiratory protection from RMS staff. 3. Order and stock a supply of surgical masks for use by Housing & Residential Life staff and students in the residence halls if needed. 4. Identify roles of essential staff: leadership, communications, food acquisition, maintenance and housekeeping.	1. Review the pandemic response plan and implement appropriate portions of the plan. 2. Emergency operations personnel receive surgical masks. 3. Work with the UACIRT Pandemic Response Planning Group chair and communications team to deliver public health and self-care messages to students living in Residence Life facilities.	1. Implement the pandemic response plan. 2. Communicate regularly with the UACIRT Pandemic Response Planning Group chair regarding the health status of students living in Housing & Residential Life facilities and the response and status of the staff. 3. Work with Campus Health to set up a “House Call” system in the residence halls to check on residents and RAs who are ill.	1. Ensure appropriate support services (e.g. CAPS, medical, etc.) are in place to support students and staff during the recovery stage. 2. Prepare facilities to return to normal operations. 3. Conduct an after action review of the response and revise plans as indicated.

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	by the PCHD) during a pandemic. 5. Develop agreements with other UA service providers (e.g. FM) for possible reciprocal staffing if needed.	5. Ensure emergency response menu is planned for various degrees of need. 6. Determine how to access public health supplies (e.g. surgical masks, hand sanitizers, etc.) when needed. 7. Implement facility decontamination procedures by cleaning staff. 8. Student Union and Dining Services and Housing & Residential Life staff to develop a plan for the distribution of food supplies in the residence halls if needed. 9. Emergency operations personnel receive the current influenza vaccine.	4. Notify the CHS of suspected cases for surveillance purposes.		
Student Union and Dining Services (SU/DS)	1. Participate in pandemic planning process. 2. Develop pandemic response plans pertinent to the needs and potential situations faced by Student Union and Dining Services. 3. Determine emergency operations personnel. 4. Develop agreements with other UA service providers (e.g. FM) for possible reciprocal staffing if needed.	1. Develop plans for handling exposed and ill students. 2. Emergency operations personnel receive N95 mask fit test and training in respiratory protection from RMS staff. 3. Order and stock a supply of surgical masks for use by Student Union and Dining Services staff and customers if needed. 4. Identify roles of essential staff: leadership, communications, food acquisition, maintenance and housekeeping. 5. Ensure emergency response menu is planned for various degrees of need. 6. Determine how to access public health supplies (e.g. surgical masks, hand sanitizers, etc.) when needed. 7. Implement facility decontamination procedures by cleaning staff. 8. Student Union and Dining Services and Housing & Residential Life staff to develop a plan for the	1. Review the pandemic response plan and implement appropriate portions of the plan. 2. Emergency operations personnel receive surgical masks. 3. Work with the UACIRT Pandemic Response Planning Group chair and communications team, and the CHS to deliver public health and self-care messages in Student Union and Dining Services facilities. 4. Notify the CHS of suspected employee cases for surveillance purposes.	1. Implement the pandemic response plan. 2. Communicate regularly with the UACIRT Pandemic Response Planning Group chair regarding the status of Student Union and Dining Services facilities and the absenteeism status of the staff.	1. Ensure appropriate support services (e.g. CAPS, medical, etc.) are in place to support Student Union and Dining Services staff during the recovery stage. 2. Prepare facilities to return to normal operations. 3. Conduct an after action review of the response and revise plans as indicated.

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		distribution of food supplies in the residence halls if needed. 9. Emergency operations personnel receive the current influenza vaccine.			
Campus Health/Medical Services (CHS)	1. Coordinate pandemic plan with the PCHD and local medical providers and clinics. (SoAZHCC) 2. Determine emergency operations personnel and surge capacity. 3. In-service training for pandemic flu. 4. Plan promotion campaigns on hand-hygiene, coughing/sneezing etiquette and annual flu shots. 5. Discuss appropriate social distancing procedures for use on campus. 6. Identify alternate points of care provision (internal and external to the current health center). 7. Develop inventory list and begin to stockpile supplies necessary for dealing with potentially infected patients (e.g. N-95 masks, surgical masks, hand sanitizers, tissues, gloves). 8. Vaccinate staff against seasonal flu. 9. Identify resources (food, lodging, etc.) for Campus Health staff if required to stay on campus for an	1. Communicate to potential patients that if they have influenza symptoms and have traveled to (or have been visited by persons from) affected countries to call the Campus Health Service before coming in for care. 2. Establish isolation exam rooms. 3. Follow State and County protocol for patient testing. 4. Emergency operations personnel receive updated N95 mask fit test and training on respiratory protection. 5. Work with the Pima County Health Department for operational plan for surge capacity. 6. Develop Evaluation criteria for employees/students potentially exposed. 7. Develop a protocol for monitoring and supporting cases in residence halls, and on campus fraternities and sororities. 8. Establish protocol for isolation & quarantine authority if appropriate and needed. 9. Develop a plan for providing 24/7 counseling services for students, faculty and staff including services provided via telephone or the Internet. 10. Provide UA administration with a cost estimate for securing supplies for a pandemic response. 11. Establish a plan for the continuation of CHS building maintenance and	1. Isolate and monitor suspected cases. 2. Identify contacts of suspected cases. 3. Initiate prophylaxis of contacts if anti-virals are effective and available. 4. Establish additional phone triage lines for the Campus Health Service. 5. Communicate to students, faculty and staff that if they have flu symptoms to call the CHS before coming in for care – can be directed to alternate clinic sites if appropriate 6. Involve Counseling and Psych Services (CAPS) for pre-event counseling for emergency operations personnel – coordinate this under the general MH plan with LWC and/or CISM team. 7. Emergency operations personnel receive appropriate respiratory protection supplies. 8. Implement Infection Control policies & procedures that help limit the spread of influenza. 9. Provide sufficient and accessible infection prevention supplies. 10. Administer vaccine when available.	1. Continue to promote infection prevention and control including hand hygiene, cough/sneeze etiquette, stay at home if ill, etc. 2. Communicate to students, faculty and staff that if they have flu symptoms to call the CHS before coming in for care – can be directed to alternate clinic sites if appropriate 3. Isolation rooms in Health Center are available if ill students present there. 4. Identify patient contacts and refer to primary care physician or Triage nurses for anti-viral prophylaxis if available. 5. Set up alternate points of care provision (supplemental clinics) for symptomatic patients or those qualifying for antivirals or the vaccine and provide evaluation and care, or distribute antivirals and vaccine if available from local caches / SNS at these alternate clinic sites.	1. Revise travel-related containment measures. 2. Implement closing of supplemental clinics when appropriate. 4. Provide supplemental information for post-recovery. 5. Coordinate w/ mental health for post pandemic support services.

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	extended period of time in response to a pandemic. 10. Monitor the CDC, WHO and ACHA websites for information on any evolving pandemic scenarios and responses.	operational support during a pandemic situation. 12. Prepare to implement plans and procedures for mass clinic vaccination and/or medication dispensing if needed.	11. Coordinate and communicate procedures/policies regarding travel containment measures (screening travelers from infected areas, etc.) 12. Develop a protocol for care of the deceased that addresses storage until notification of family and transfer of remains.		
Computing and Information Technology	1. Determine emergency operations personnel. 2. Preplan IT support for university e-mails, websites etc. in the event of a pandemic situation. 3. Identify specialized tools and necessary exceptions, as agreed by the broader planning group, for working and attending class from home.	1. Emergency operations personnel receive appropriate respiratory protection supplies. 2. Maintain e-mail and internet connectivity.	1. Arrange for emergency telephone lines to be established at EOC, Campus Health, Counseling and Consultation, Deans Offices, Human Resources, and Employee assistance, Residence Life facilities etc. 2. Initiate telecommunications emergency response, if needed. 3. Maintain e-mail and internet connectivity. 4. Maintain relevant administrative systems in a work from home situation.	1. Maintain phone lines. 2. Maintain e-mail and Internet connectivity. 3. Provide support for faculty administering their courses on line instead of in person. 4. Maintain relevant administrative systems in a work from home situation.	1. Hire and replace personnel if needed.
Student Affairs and Enrollment Management	1. Determine emergency operations personnel. 2. Draft plans to address needs/support services for students (undergraduates, graduates, Greek houses, Internationals, etc.). 3. Coordinate with International Student Services (ISS) regarding international student needs/support and messaging. 4. In conjunction with University Relations,	1. Coordinate w/ International Student Services (ISS), ITSOC and the Executive Policy Group to monitor student travelers entering from affected regions. 2. Coordinate with ISS regarding messaging and assistance with communications to international students and their families, if necessary. 3. Identify department personnel available for telephone support work. 4. Emergency operations personnel receive mask fit test and training on respiratory protection from RMS.	1. Review the pandemic response plan and implement appropriate portions of the plan. 2. Assist with provision of information and support via phone for the anticipated increase in pandemic-related phone volume. 3. Identify appropriate units and personnel for communicating with families in the event of serious illness or death. 4. Emergency operations personnel receive appropriate respirator protection supplies.	1. Implement the pandemic response plan. 2. In conjunction with University Relations and the PFA, communicate key aspects of the plan to students, parents and any other key stakeholders.	1. Ensure appropriate support services (e.g. CAPS, DOS, PFA, etc.) are in place to support students, parents and employees during the recovery stage. 2. Coordinate the return to normal operations for SAEM units. 3. Work with ITSOC to revise travel-related

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	develop a communications plan to communicate key pandemic response information to students, parents and any other key stakeholders.	5. Develop alternate procedures to assure continuity of instructions (web-based distance education, mailed lessons & assignments, etc.) 6. Initiate the communications plan.	5. The Crisis Response Team and the Critical Incident Stress Management Team are briefed and response plans are reviewed.		containment measures when appropriate. 4. Provide supplemental information for post-recovery. 5. Review the effectiveness of the execution of the pandemic communications and response plans. 6. Revise the pandemic response matrix as necessary to integrate lessons learned.
Human Resources (HR)	1. Develop an approved HR communications plan. 2. Determine/Identify HR emergency operations personnel; provide University units with a plan/process for identifying unit essential personnel. 3. Cross train HR personnel in essential jobs; assist departments/units in developing cross-training plans. 4. Develop HR telecommunications capabilities. 5. Prepare an HR Business Continuity Plan 6. Establish policies for staff, faculty and student sick-leave absences	1. Establish mandatory sick leave policies for employees suspected of being ill or exposed to pandemic influenza. 2. Implement policies for absences unique to a pandemic event. 3. Implement flexible workplace policies unique to a pandemic flu or all-hazards event. 4. Identify personnel available for HR telephone support work. 5. Emergency operations personnel receive fit testing and training on respiratory protection from RMS. 6. Work with UA Central Administration regarding a policy requiring direct deposit.	1. Emergency operations personnel receive appropriate respiratory protection supplies. 2. Work with University Communications to communicate essential and important information to employees.	1. Implement modified HR Policies related to pandemic influenza or an all-hazards event.	1. Provide staff for insurance and medical questions. 2. Implement HR Business Recovery Plan.

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	related to a pandemic flu or all-hazards event. 7. Determine HR Decision-Making Process (When to recommend alternate work sites/plans, implement related policies, etc.?) 8. Staffing/Staff Management – assist units in determining minimum staffing levels and plans for managing their operations at those reduced staffing levels (develop an HR tool for succession planning). 9. Define/Determine how the following policies would be modified during a pandemic flu or all-hazards event: a. Flexible/Alternate workplace b. Return to work c. Use of Sick Leave d. Absence unique to pandemic flu or an all-hazards event e. Compensation f. Pay 10. Coordinate with International Faculty & Scholars (IFS) regarding potential communications				
Mental Health & Psychosocial Support for business continuity	LWC will: 1. Review and update flexible plans for responses, crisis support measures, resilience and educational plans for multiple populations	LWC will: 1. Review response plan & maintain contact with Human Resources and other relevant parties; coordinates as requested w/ the Pandemic Response Planning chair and communications team re: blending	1. LWC activates response team to meet and conduct internal briefing to review response plans in coordination with CAPS.	LWC will: 1. Implement the pandemic response plan with the response team in coordination with CAPS;	LWC continues to: 1. Provide appropriate counseling and referrals post-recovery.

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(Life & Work Connections (LWC)	/situations, including healthcare workers and coordinate with CAPS. 2. Review Human Resources and other broad informational resources for the campus community pertaining to psychosocial and work/life needs. 3. Create/Add to stock of self-care handout cards.	self-care and behavioral health into prepared announcements. 2. Assess with outside providers the availability and accessibility of faculty/staff/students to mental health services, in coordination with CAPS. 3. Begin disseminating resilience building tools/ techniques for supporting staff/students and their families during time of crisis. 4. Implement resilience and educational plans and programs as triggers warrant.	2. Work with the Pandemic Response Planning Group as requested. 3. Begin shift of time/energy to pandemic and response. 4. Begin disseminating self-care cards.	2. Implement crisis support measures, handout self-care cards as appropriate 3. Provide consultative assistance to departments experiencing organizational problems due to the pandemic.	2. Provide other mental health services and follow-up as needed. 3. Provide support for organizational recovery for business continuity as appropriate.
Office of the Senior Vice President for Research	1. Pre-determine which laboratories will require special attention in the event of a University closure. 2. Ensure that the University has a written emergency plan for maintaining animal care facilities on the main campus and at the College of Medicine in the event of the need to close buildings or the university. 3. Determine policy at NIH/NSF and other funding agencies for long-term lab closures that prevent research progress. 4. Instruct PIs to develop a prioritized list of equipment and experiments that must be maintained on a regular basis. Identify cases in which failure to provide regular maintenance will	1. Communicate pandemic response plans to the responsible administrators at the college and central administration level.	1. Review and be ready to implement the emergency plan for maintaining animal care facilities. 2. Review and be ready to implement the emergency plans for maintaining vital research and research support infrastructure in individual labs, departments, buildings, and colleges.	1. Implement the emergency plan for maintaining animal care facilities. 2. Implement the emergency plans for maintaining vital research and research support infrastructure in individual labs, departments, buildings, and colleges.	1. Provide supplemental information for post-recovery. 2. Review the effectiveness of the execution of the pandemic communications and response plans. 3. Revise the pandemic response matrix as necessary to integrate lessons learned.

	Interval I Planning Stage	Interval II Alert, Confirmed Cluster of Cases	Interval III Sustained human-to-human transmission is occurring	Intervals IV and V Inter-pandemic Period	Interval VI Recovery and Preparation Stage
	result in costly equipment failure or hazardous situations. Prepare written instructions for maintenance procedures in these instances. 5. Instruct PIs to develop a list of potentially dangerous or labile reagents or cell lines that must be maintained on a regular basis. Prepare written instructions for maintenance procedures in these instances. 6. Identify one responsible party per laboratory or research group to be allowed access during campus closure. Set up a communications network within the unit. Prepare an emergency care manual that includes instructions for critical maintenance procedures. 7. Coordinate emergency plans among individual laboratories within a department or building. Develop plans for sharing key personnel to implement critical maintenance procedures.				
Deans, Department Heads and Directors	1. Determine essential functions. 2. Determine emergency operations personnel 3. Develop a depth chart and succession plan for emergency operations personnel.	1. Communicate pandemic response plans to staff at the college and departmental level. 2. At the college and departmental level, practice the communications and pandemic response plans developed.	1. Review and implement the communications plan developed for the college and/or department. 2. Review the college and departmental pandemic response plans with faculty and staff.	1. Implement the pandemic response plan for the college and departments. 2. Continue to implement the college and departmental communications plan.	1. Implement the college and departmental business/operations recovery plan. 2. Review the effectiveness of the execution of the

	Interval I Planning Stage	Interval II Alert, Confirmed Cluster of Cases	Interval III Sustained human-to-human transmission is occurring	Intervals IV and V Inter-pandemic Period	Interval VI Recovery and Preparation Stage
	4. Develop alternatives to business as usual. Areas to address include: a. Travel Restrictions b. Class Cancellations or Campus Closure c. Student/Employee Absence d. Flexible workplace issues e. Alternate teaching sites and/or methods f. Return to work approval. 5. Develop a communications plan for the college and/or department. 6. If involved in research, see the section under VP for Research for other planning issues.				pandemic communications and response plans and suggest improvements as warranted.
International Travel Safety Oversight Committee (ITSOC) and International Emergency Support (IES)	1. Participate in emergency planning related to international travel and international students and faculty on UA campuses. 2. Identify and maintain a group to coordinate cross-campus responses to international and campus pandemics affecting international travelers. 3. Create emergency response procedures 4. Develop and maintain a communications system for UA travelers abroad. 5. Practice emergency response through tabletop exercises.	1. IES or Global Resiliency will determine the possible effects and scope of travelers affected. 2. Coordinate with the ITSOC and UACIRT Chairs to develop travel advisories to notify faculty, staff & student travelers. 3. Make recommendations to the Provost's Office regarding possible UA travel restrictions.	1. Review and prepare for emergency response procedures. 2. Prepare an Incident Action Plan (IAP) for the event response. 3. Coordinate with ITSOC & UACIRT Chairs and communications team to prepare and communicate updated travel advisories if needed. 4. Communicate to alert travelers abroad of possible threat and responses.	1. Communicate with UA travelers abroad to activate emergency plan. 2. Maintain communication with ITSOC and UACIRT to provide updates and advise of international hazards or effects of campus hazards on UA travelers. 3. Execute appropriate emergency plans and IAP.	1. Revise travel-related containment measures if appropriate.

	Interval I Planning Stage	Interval II Alert, Confirmed Cluster of Cases	Interval III Sustained human-to-human transmission is occurring	Intervals IV and V Inter-pandemic Period	Interval VI Recovery and Preparation Stage
UA Global	1. Identify roles of International Student Services (ISS), International Faculty and Scholars (IFS), Study Abroad and Student Exchange (SASE), and Global Resiliency (GR) in response to campus or international pandemics. 2. Prepare outgoing students and employees for possible hazards.	1. SASE will determine the scope of study abroad students and UA personnel affected. 2. ISS will communicate as determined necessary with and on behalf of inbound international students and faculty/visiting scholars coming from pandemic affected areas. 3. IFS will communicate as determined necessary with and on behalf of inbound international students and faculty/visiting scholars entering local pandemic affected areas. 4. ISS will draft messaging to specific groups of international students in coordination with Student Affairs. 5. GR will determine the scope of potential impact to other UA travelers abroad and coordinate evaluation of conditions for outbound students and employees.	1. Review and prepare for emergency response procedures. 2. Alert employees and students abroad to pandemic response procedures. 3. SASE will communicate with international institutions/partners. 4. GR will work with ITSOC to prepare an Incident Action Plan (IAP) for the response. 5. ISS will identify the best manner of communicating with international student family members.	1. SASE will communicate with Study Abroad personnel and students to activate emergency plan. 2. Maintain communication with ITSOC to provide updates and advise of international hazards or effects of campus hazards. 3. Assist in execution of appropriate emergency plans and IAP.	1. Review roles and pandemic response procedures and revise, as needed.
Satellite Locations	1. Determine essential functions. 2. Determine emergency operations personnel 3. Develop a depth chart and succession plan for emergency operations personnel. 4. Develop alternatives to business as usual. Areas to address include: • Travel Restrictions • Class Cancellations or Campus Closure • Student/Employee Absence	1. If applicable, coordinate with the UACIRT, the UA Executive Policy Group and the Office of Global Initiatives regarding how to manage students and faculty/visiting scholars arriving from affected regions and assist with communications to international students and their families. 2. Communicate with the location specific Public Health Departments/Agencies regarding the activation of pandemic response plans, surveillance, trigger points, thresholds, legal authority etc. 3. The satellite campus' Crisis Response Team (if one has been	1. Review the pandemic response plan with faculty and staff and implement appropriate portions of the plan. 2. Communicate regularly with the location specific Public Health Department/Agency. 3. Emergency operations personnel receive appropriate respiratory protection supplies. 4. The satellite campus' Crisis Response Team (if one has been established) is activated and pandemic response plans are implemented.	1. Continue to implement the pandemic response plan. 2. Continue to communicate with location specific Public Health Departments/Agencies. 3. In conjunction with University Relations, University Communications, and the Dean of Students (including the UA Parent & Family Association?), communicate key aspects of the pandemic response plan and ongoing response efforts to students, family members, faculty and any other key stakeholders.	1. Implement the business/operations recovery plan. 2. Ensure appropriate support services (e.g. CAPS, DOS, L&WC, etc.) are in place to support students and employees during the recovery stage. 3. If applicable, work with the UACIRT and the Office of Global Initiatives (OGI) to revise travel-related containment measures when appropriate. 4. Provide supplemental

	Interval I Planning Stage	Interval II Alert, Confirmed Cluster of Cases	Interval III Sustained human-to-human transmission is occurring	Intervals IV and V Inter-pandemic Period	Interval VI Recovery and Preparation Stage
	• Flexible workplace options • Alternate teaching sites and/or methods • Return to work approval. 5. Develop alternate procedures to assure continuity of instructions (web-based distance education, mailed lessons & assignments, etc.) 6. Develop a communications plan for all locations. 7. Establish communication with location specific Public Health Departments/Agencies to establish a working relationship regarding communicable disease response planning, surveillance, trigger points, thresholds, legal authority etc. 8. Practice the communications and pandemic response plans developed.	established) is briefed and response plans are reviewed. 4. Communicate pandemic response plans to staff at all locations.			information for post-recovery. 5. Review the effectiveness of the execution of the pandemic communications and response plans. 6. Revise the pandemic response matrix as necessary to integrate lessons learned.
Individuals and Families	1. Become informed about pandemic flu by accessing the CDC website at www.pandemicflu.gov. 2. Regularly check the UACIRT website for Pandemic Response information at http://cirt.arizona.edu/node/94	1. Discuss ways to prepare for a pandemic event with family and co-workers. 2. All emergency operations personnel should receive the current influenza vaccination. 3. Stay informed about the current situation through media and information provided by the UA, PCHD, and/or CDC. 4. Prepare for alternate work or childcare arrangements.	1. Use the CDC Pandemic Flu Planning Checklist for Individuals and Families to make sure you and your family is prepared. 2. Follow Res Life and PCHD guidelines on hand and cough hygiene and directions for remaining in residences. 3. Receive flu vaccination if and when it becomes available.	1. If you haven't already, institute individual public health measures – frequent hand washing, distancing yourself from non-family members who are ill, covering your cough or sneeze with a tissue or your sleeve and staying home if you are ill. 2. Follow Res Life and PCHD guidelines on hand and cough	1. Stay informed about the current situation through media and information provided by the UA, PCHD, and/or CDC.

	Interval I Planning Stage	Interval II Alert, Confirmed Cluster of Cases	Interval III Sustained human-to-human transmission is occurring	Intervals IV and V Inter-pandemic Period	Interval VI Recovery and Preparation Stage
			4. Stay informed about the current situation through media and information provided by the UA, PCHD, and/or CDC. 5. Prepare for alternate work or childcare arrangements.	hygiene and directions for remaining in residences. 3. Stay informed about the current situation through media and information provided by the UA, PCHD, and/or CDC.	

COMMUNICATIONS PLANNING: CRITICAL COMPONENT TO BE CONSIDERED DURING LEVEL O-PLANNING

1. Assess readiness to meet communication needs
2. Establish ECP and revise regularly
3. Establish call down tree – use UACIRT listserv and UAlert system as appropriate
4. Establish system to convert to 24-hour operations
5. Develop and test platforms (hotlines, dedicated websites, local public radio and TV, etc.)
6. Develop list of local media contacts to rapidly disseminate info
7. Develop website/flyers/educational materials on pandemic flu
8. Ensure communications products are culturally and linguistically appropriate, and accessible
9. Identify key staff responsible for public relations
10. Check communications inventory (equipment, systems)

TYPES OF ACTIVITIES THAT SHOULD BE IN PROCESS BY DIFFERENT DEPARTMENTS AND WILL REQUIRE A COORDINATED EFFORT BY MULTIPLE GROUPS (i.e., Executive Policy Group and UACERT, University Relations, Campus Health, FM, RM S, etc.)

INTERVAL IV	INTERVAL V	INTERVAL VI
1. Activating Emergency Communications Plan 2. Activate UACIRT Core Group and full CERT rapidly if needed 3. Activate Pandemic Hotline (or Pandemic Response webpage on the UACIRTwebsite) 4. Refine and deliver messages to students/faculty/parents via the most effective and appropriate means 5. Provide timely and accurate information	1. Move to 24 hour operations 2. Hold Q/A forum for parents (via video conferencing or use the Pandemic Response webpage on the UACIRTwebsite) 3. Revise/update the Emergency Communications Plan (ECP) 4. Incorporate use of Twitter, Facebook and other forms of social media as appropriate.	• Debrief faculty/students/parents via the most effective and appropriate means • Revise/update ECP • Revise any travel restrictions temporarily imposed during the pandemic • Do a debriefing on the effectiveness of the UA response and the ECP

APPENDIX A

The following activities are in the general University of Arizona Pandemic Response Matrix, for the Mental Health and Psychosocial Support Response:

Develop plans for multiple populations/situations, including healthcare workers.

Status: The entire campus community can be divided into different populations along many dimensions. Examples include: faculty/staff/student status; single, partner, or parent with school-age children; U.S. citizen or international; etc. As a pandemic unfolds, these dimensions will include health status: worried well-asymptomatic, worried well-symptomatic, suspected case, confirmed case, recovering, family member ill, etc. All psychosocial and work/life responses must be tailored to fit the individuals and groups based on these many dimensions, as much as possible. Plans for multiple populations and situations must necessarily be flexible.

In the end, Mental Health and Psychosocial Support (MHPS) team planning will divide people into hot, warm and cold groups based on the level of psychological and physical exposure to the disease. ***These divisions are <u>not</u> diagnostic; rather, they are to facilitate the assessment of individuals within these divisions.*** This planning tool can be represented visually, as in Fig. 1.

The matrix on the following pages is a draft of the MHP plan based on the Hot-Warm-Cold population division.
The onset of a pandemic will severely strain the resources of the MHPS team, and it is likely that psychosocial and work/life support from this team will be allocated based on priority.

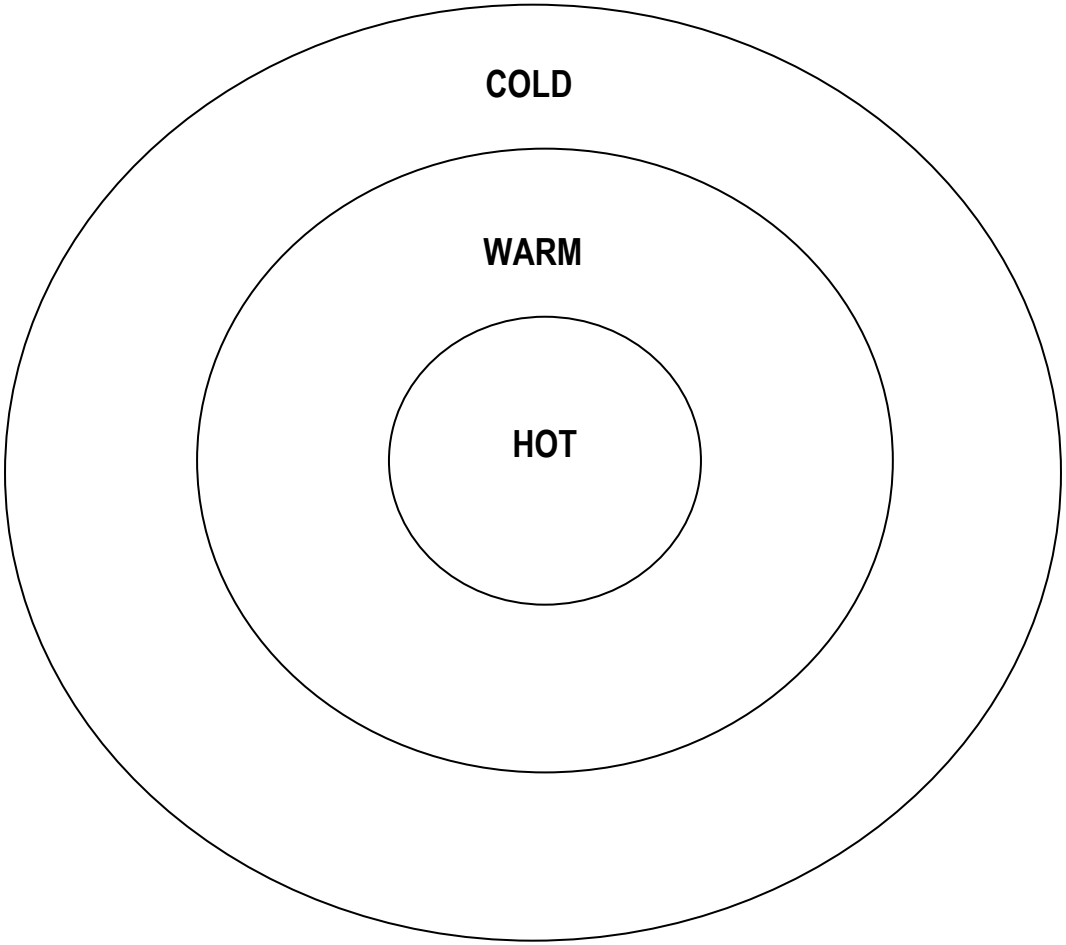
COLD
WARM
HOT

Fig. 1 – Concept of Hot/Warm/Cold zones as a psychological triage tool.

Examples of possible population distribution, based on potential risk of exposure:

HOT	WARM	COLD
Direct Healthcare Providers	Classroom Teachers/Students	Personnel w/outside jobs e.g., Grounds & Labor
Indirect HC Providers/Support staff	High Traffic Office Personnel	Everyone else…
ER & Alternate point of service staff	Small Office/High People Volume Personnel	
Quarantined patients	Personnel with high frequency 1:1 or small group meetings	
Isolated patients	UAPD, athletes, CatTran drivers	
	Dorm Residents	
	Dept. "Emergency Response Personnel"	

	INTERVAL I	INTERVAL II	INTERVAL III	INTERVAL IV AND V	INTERVAL VI
Hot Group	1. Ascertain preparedness of MH providers on UA health plans. 2. Provide resiliency education as with general population. 3. No response unless requested. 4. Normal functioning.	1. Coordinate availability of psychosocial services with the Campus Health Service (CHS) response plan. 2. Establish regular communication with CHS UA Emergency Operations Center contact and respond as needed/requested. . 3. Begin schedule planning for CAT team coverage in event of escalation to higher stages. 4. Respond as requested.	1. Provide occasional on-scene support and consultation as needed/requested. 2. Begin general assessment of Hot, Warm, Cold group constituency. 3. Provide pre-event education and consultation in coordination with CHS plan. 4. Respond as requested.	1. Provide 24 hour on-scene and telephonic support as requested for HC providers and others, as able, upon CHS moving to 24 hour operations. 2. Provide telephone outreach consultations to confirmed cases as appropriate.	1. Provide individual and group follow-up as appropriate. 2. Provide administrative guidance as requested. 3. Provide referral information as requested. 4. Review and create "after-action report".

	INTERVAL I	INTERVAL II	INTERVAL III	INTERVAL IV AND V	INTERVAL VI
Warm Group	1. Same as Hot group.	1. Ongoing "finger on the pulse" assessments begin. 2. Provide education about resiliency and availability of supportive psychosocial and work/life services in coordination with UA Communications. 3. Begin schedule planning for CAT team. 4. Respond as requested.	1. Begin general assessment of Hot, Warm, Cold Group constituency. 2. Begin more aggressive outreach education, assessment and consultation. 3. Coordinate activities in conjunction with CHS and UACIRT. 4. Respond as requested.	1. Continue to assess constituency of Warm Group as it will likely shift over time. 2. Provide in-person and/or telephonic psychosocial and work/life support services as requested with Hot group taking priority.	1. Provide individual and group follow-up as appropriate, keeping Hot Group as priority in use of resources. 2. Review and include review in AAR.

	INTERVAL I	INTERVAL II	INTERVAL III	INTERVAL IV AND V	INTERVAL VI
Cold Group	1. Same as Hot group.	1. Respond as requested. 2. Provide education about resiliency and availability of supportive psychosocial and work/life services in coordination with UA Communications.	1. Respond as requested, keeping Hot and Warm Groups priority.	1. Respond as requested, keeping Hot and Warm Groups priority.	1. Respond as requested, keeping Hot and Warm Groups priority.

List of Acronyms Found In the UA Pandemic Response Matrix

ABOR – Arizona Board of Regents

ACHA – American College Health Association

ADHS – Arizona Department of Health Services

ASU – Arizona State University

CAPS – Counseling & Psych Services

CAT – Campus Assistance Team

CDC – Centers for Disease Control and Prevention

CERP – Campus Emergency Response Plan

CHS – Campus Health Service

DOS – Dean of Students

ECP – Emergency Communications Plan

EMS – Emergency Medical Services

EOC – Emergency Operations Center

EPG – Executive Policy Group

FM – Facilities Management

HR – Human Resources

IAP – Incident Action Plan

IC – Incident Command/Incident Command

ICS – Incident Command System

ITSOC – International Travel Safety Oversight Committee

JIC – Joint Information Center

MH – Mental Health

MHPS – Mental Health Psychosocial Support

NAU – Northern Arizona University

PCHD – Pima County Health Department

PFA – Parent and Family Association

PIO – Information Officer

POD – Point of Dispensing

RLSS – Research Laboratory and Safety Services

SAEM – Student Affairs and Enrollment Management

TFD – Tucson Fire Department

UACIRT – UA Campus Incident Response Team

UAHN – University of Arizona Health Network

UAMC – University of Arizona Medical Center

UAPD – University of Arizona Police Department

WHO – World Health Organization