WWU’s Pandemic Planning Materials
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gallagher Introduction to Pandemic Flu and Preparation</td>
<td>1</td>
</tr>
<tr>
<td>Western Washington University Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Pandemic Scenario</td>
<td>2</td>
</tr>
<tr>
<td>Western’s Preparation</td>
<td>4</td>
</tr>
<tr>
<td>Pandemic Strain Influenza Vaccine</td>
<td>4</td>
</tr>
<tr>
<td>1. Preparing for an Emergency</td>
<td>5</td>
</tr>
<tr>
<td>A. Overview</td>
<td>5</td>
</tr>
<tr>
<td>B. Governance, Command, and Control</td>
<td>6</td>
</tr>
<tr>
<td>C. Risk Assessment</td>
<td>7</td>
</tr>
<tr>
<td>D. Response Plan by Pandemic Phase</td>
<td>9</td>
</tr>
<tr>
<td>E. Communications: Internal and External</td>
<td>10</td>
</tr>
<tr>
<td>F. Legal and Ethical Issues</td>
<td>12</td>
</tr>
<tr>
<td>2. Implementation, Testing, and Revision of the Plan</td>
<td>14</td>
</tr>
<tr>
<td>3. Monitoring Incidence and Prevalence</td>
<td>15</td>
</tr>
<tr>
<td>4. Infection Control</td>
<td>16</td>
</tr>
<tr>
<td>5. Public Health Measures: Social Distancing and Quarantine, Travel Restrictions</td>
<td>17</td>
</tr>
<tr>
<td>6. Maintaining Essential Services: Decision to Stay Open versus Decision to Close</td>
<td>18</td>
</tr>
<tr>
<td>A. Student Health Center</td>
<td>20</td>
</tr>
<tr>
<td>B. Food Services</td>
<td>22</td>
</tr>
<tr>
<td>C. Admissions/Registrar/Financial Aid</td>
<td>23</td>
</tr>
<tr>
<td>D. Academic Affairs</td>
<td>24</td>
</tr>
<tr>
<td>E. Human Resources</td>
<td>25</td>
</tr>
<tr>
<td>F. Student Housing Services</td>
<td>27</td>
</tr>
<tr>
<td>G. Facilities Management</td>
<td>28</td>
</tr>
<tr>
<td>H. International Studies and Foreign Operations</td>
<td>29</td>
</tr>
<tr>
<td>I. Counseling</td>
<td>31</td>
</tr>
<tr>
<td>J. Campus Security</td>
<td>32</td>
</tr>
<tr>
<td>K. Business and Finance</td>
<td>33</td>
</tr>
<tr>
<td>7. Recovery</td>
<td>34</td>
</tr>
</tbody>
</table>
8. Conclusion........................................................................................................................................35

9. Appendices....................................................................................................................................37
   
   Appendix A:  WWU Avian Flu Response Table by Stages A, B and C .........................39
   Appendix B: Avian Flu Resources..........................................................................................43
   Appendix C:  Emergency Management Team and Organization.................................45
   Appendix D:  Pandemic Influenza Response Policy for WWU .................................47
Gallagher Introduction to Pandemic Flu and Preparation

Failure to have a pandemic response plan may in of itself create liability for a higher educational institution, particularly given the amount of warnings and guidance offered by governmental officials and the encouragement to develop such a plan. Consider the following series of quotes:

“U.S. companies must pitch in to help prepare for what scientists believe could be a devastating influenza pandemic,' Health and Human Services Secretary, Mike Leavitt, said 2/14/2006. Mr. Leavitt repeated the message he has been hammering home to states – they can expect little help from the federal government and need to get their emergency plans in order. ‘Avian flu, when it occurs, will severely test the best-laid plans…and many companies are not making any plans at all.’”

“‘We are overdue and ill-prepared. Local communities are going to have to take the lead.’ Mr. Leavitt said. ‘Those expecting the federal government to ride in and come to their rescue are going to be sorely disappointed.’”

“Mr. Leavitt said ‘checklists for businesses and families are being prepared to reveal weaknesses and enhance planning but acknowledged it was difficult to get people to act before the actual crisis hits.’”

“‘Let’s acknowledge that anything we say before a pandemic occurs feels like an exaggeration, feels alarmist. But anything said afterward, it shows a lack of preparation,’ Mr. Leavitt said.”

Similar to the impact the African Aids pandemic has had on that continent, a worldwide flu pandemic is expected to affect 25% of the world’s population resulting in extreme mortality rates and social and economic chaos. The level of preparedness will influence the final death toll.

Recently, the Congressional Budget Office predicted that a severe flu pandemic could infect 90 million people and kill more than 20 million in the U.S. alone. These staggering numbers can be compared to the average of 200,000 typical flu cases per year in the U.S. with about 35,000 related deaths.

Planning for a pandemic flu outbreak cannot begin without first understanding how it can get started, how quickly it will likely spread, and the potential magnitude of its consequences.

Western Washington University Introduction

The scenarios that follow include the Whatcom County Pandemic Planning Task Force’s February 1, 2006 scenario and Western’s predictive pandemic planning scenario.

This document utilized the template provided by and developed with support from Arthur J. Gallagher Risk Management Services, Inc. The Gallagher document utilized excerpts and revisions from the World Health Organization’s (WHO) document titled, “WHO Checklist for Influenza Pandemic Preparedness Planning” with permission. The University acknowledges the Arthur J. Gallagher Risk Management Services, Inc. for their guidance and assistance in WWU’s planning process.
Pandemic Scenario

The pandemic planning scenario used at WWU consists of the Whatcom County scenario presented at the first County Pandemic Planning Task Force meeting in February 2006 and the WWU planning scenario. As described below for Whatcom County, actual events may be longer or shorter, or more or less virulent.

Stages described in the WWU scenario correspond to those presented in Appendix A.

**Whatcom County Scenario**

Adapted from the Whatcom County Pandemic Influenza Taskforce on 2/1/06

This description of a possible pandemic influenza outbreak in Whatcom County is for the purpose of having a shared set of assumptions for planning purposes. These assumptions are reasonable estimates of an outbreak that could occur in our community. The impact of the outbreak described below would stress our health care system and cause considerable social and economic disruption if adequate planning were not in place.

As we use this scenario for planning purposes, we need to keep in mind that it is not a worst-case scenario, nor necessarily an accurate prediction of what will occur. An actual outbreak may be more or less virulent than this scenario, and the duration of the outbreak may be shorter or longer. This scenario provides a common basis for planning.

**Whatcom County Planning Assumptions:**

Pandemic influenza hits Whatcom County in 2 waves:

- Wave 1 lasts 6 weeks.
- Wave 2 arrives 6 weeks after the end of wave 1 and lasts 8 weeks. The symptoms are more severe in Wave 2, resulting in an increased need for medical treatment and hospitalization during Wave 2.
- 2005 Whatcom County Population Estimate: 180,167
- 35% of the overall population (63,058 people) have clinical disease and are unable to attend work or school
  - 40% of the children ages 0 to 17 (17,388 children) have the clinical disease
  - 20% of the working-age adults ages 18 to 64 (23,149 people) have clinical disease
- 35% of the population (63,058 people) is infected but show no symptoms. Although their infection protects them from acquiring clinical disease later, they may be able to transmit disease to others while infected.
- Approximately 25% of the workforce will be absent from work for at least two weeks in each wave of illness.
- Between 0.3-0.5% of the population (up to 760 people) will die as a result of the outbreak over an 8 week period. (Typically, there are approximately 1300 deaths per year in Whatcom County). (These data were updated from the 2-1-2006 information.)

**WWU Scenario**

**WWU Pandemic Stage A —WHO Phases 4-5**

(Confirmed increasing cases of human-to-human transmission of avian flu anywhere—WHO Phase 4)

In a country in Asia, a case of human-to-human transmission of mutated Avian Flu is confirmed commencing WHO Pandemic Phase 4. **Over the next 4 weeks**, mutated H5N1 Avian Flu outbreaks take place in countries around the world. The rate of infection is rapid and countries initiate travel restrictions and quarantine measures. There are reports that the virus has spread in-flight to passengers arriving from an affected country.
WWU Pandemic Stage B—WHO Phases 5-6
(Significant and sustained human to human transmission with suspected/confirmed cases in Puget Sound region or Lower Mainland British Columbia)

Within 6 weeks of the start of the pandemic, the first outbreaks are reported in Puget Sound and the lower mainland of British Columbia. Rates of absenteeism in schools and businesses begin to rise. The spread of the new virus continues to be the major news item in print and electronic media. Widespread panic begins because supplies of antiviral drugs are severely limited and a suitable vaccine is not yet available.

Government and Public Health Departments begin to mandate school closures and restrictions on public/mass gatherings and the WWU Emergency Response Team considers the potential cancellation of classes and suspending operations for the duration of the pandemic outbreak.

Whatcom County opens triage centers and phone lines for assessment of individuals concerned they may have pandemic influenza. Once there are suspected or confirmed cases too ill to remain at home, mass treatment facilities will be opened to care for the ill outside of the hospital environment.

WWU Pandemic Stage C –WHO Phases 5-6
(Sustained efficient human to human transmission with suspected /confirmed case(s) on Campus)

A pandemic influenza case is suspected in a WWU student on campus and is subsequently confirmed. Over the next five days, 350 students are seen by WWU Health Center personnel with flu-like symptoms.

Class meetings and activities at WWU are cancelled and on campus residents are encouraged to return to their permanent residences for the duration of the outbreak. Students with suspect influenza remain in residence halls or their private residences, or are moved to mass treatment facilities in the county. Some international students living on campus may not return to their primary place of residence, since international travel is restricted; approximately 300 students remain on campus.

By the end of the 8th week from the start of the pandemic, significant personnel shortages result in disruption of availability of public and private goods and services. County medical services are critically short-staffed as doctors, nurses, and other health-care workers themselves become ill or are afraid to care for individuals ill with pandemic flu.

Mass treatment facilities are maintained through a volunteer medical corps of workers and WWU is asked to house some of the ill, as well as workers in residence halls and Rec Center or Carver Gym.

By the end of 12th week from the start of the pandemic, health and other essential community services deteriorate further as the pandemic sweeps across the world.

WWU “Pandemic Recovery” (as yet unwritten procedure)

20 weeks after the start of the pandemic, the Health Department recommends opening of schools only to those individuals who can prove pandemic immunity by blood antibody titer. WWU is reopened with approximately 30% of faculty, staff and students returning, and ongoing monitoring for pandemic influenza is a necessity.
Western’s Preparation

Western Washington University is among the colleges and universities preparing to manage an influenza pandemic. Planning can help to reduce transmission of the pandemic virus strain, decrease hospitalizations and deaths, maintain essential services, and reduce the economic and social impact of a pandemic.

Western has utilized the Gallagher template as the basis for pandemic planning, integrating the questions in the template with the WWU Emergency Management Plan and the Business Continuity Plan.

Appendices include:

- A – WWU Avian Flu Response Table by Stages A, B and C
- B – Avian Flu Resources
- C - Emergency Management Team and Organization
- D – Pandemic Influenza Response Policy for WWU

A critical component of any disaster plan, particularly one such as a pandemic that reaches far beyond campus boundaries, requires cooperation and partnership with local authorities. To that end, Western staff have been participating on the Whatcom County Task Force for Pandemic Planning throughout 2006. Pandemic information is being incorporated into the WWU Comprehensive Emergency Management Plan.

Pandemic Strain Influenza Vaccine

With the current technologies, it is estimated that it will take at least five or six months before vaccines based on a new influenza strain can be produced on a large scale. But even then, most countries without production facilities will have limited access to vaccines during the first pandemic wave. Research into new vaccines may improve the global situation. Countries with production facilities are being encouraged to support and ensure by all means that rapid and large-scale production can take place during a pandemic.
1. Preparing for an Emergency

A. Overview

Pandemic preparedness is a complex process. To ensure that decision-makers are prepared to make effective choices to difficult issues before and during a pandemic. Their commitment to a response plan is confirmed. The following elements comprise Western’s approach:

- The Emergency Management Committee is planning WWU’s pandemic response. The Vice President for Business and Financial Affairs chairs the Emergency Management Committee and liaises with the President’s Council to coordinates pandemic planning.

- Other faculty and administrators are brought in to assist as appropriate. Review of materials by the Faculty Senate, Associated Students Board and other groups on campus in accordance with the President’s guidance is planned for fall 2006.

- The first priority was a decision on the major goals of Western’s plan. Existing goals previously developed in the WWU Emergency Management Plan were reconfirmed and include: (1) life safety, (2) protection of property, (3) restoration of the academic program and (4) restoration of the residential living program. Identification of those who will serve in a “command and control” functions is in progress.

- Existing University emergency preparedness and business continuity plans have been reviewed. They are relevant and are the foundation for the work in this document.

- The University’s pandemic plan includes satellite areas and offices and international operations. The impact and response to the institution’s real estate holdings are included.

- The Emergency Management Committee is identifying resources needed for a pandemic flu response. These have been brought by the Vice President for Business and Financial Affairs to the President’s Council for evaluation.

- Western recognizes the potential human, social, economic, and legal impact of a pandemic at the highest levels of the institution’s administration. Western is committed at the highest level to prepare for such an event.

- Persons involved with the response team are being identified and trained.

- The Board of Trustees, parents, students, employees, and community members have been identified for involvement in the informational, planning and response process. The approach utilizes ‘tiers of involvement’ for information. Education about the need for personal emergency planning began during spring 2006 with President Morse’s Context message. The Office of University Communications works with Environmental Health and Safety and Student Health to develop informational materials. The University’s emergency planning web pages include a pandemic web page which became operational in August 2006.

- Information about the plan is intended for presentation at the December 2006 Board of Trustees’ meeting. Summaries of responsibilities for the Emergency Operations Plan are planned for inclusion following completion of roles and responsibilities.

- The Emergency Management Committee will meet periodically regarding pandemic planning in the absence of a pandemic. During the early warning phase of a potential pandemic, the Emergency Response Team will meet urgently and regularly. Should a pandemic develop more locally, the Emergency Response Team will activate and begin work.

- WWU staff are coordinating with City and County planners via participation on the 2006 Whatcom County Pandemic Flu Task Force including the various subcommittees. The final task force report is due September 2006. Planning coordination is on-going.
B. Governance, Command, and Control

G. Pierce, G. Shipley, J. Shaw

Clear and timely decisions are crucial. For this reason, it is essential to know who is in charge of specific activities, how roles might change if a limited outbreak transitioned into a major emergency and how command and control would be handled if key staff members are personally impacted. Such elements are defined in the WWU Emergency Management Plan and Business Continuity Plan and are applicable to a pandemic response plan:

- The pandemic policy and response table (Appendices A and D) have been reviewed by President’s Council. The policy was approved in July 2006.

- Responsibilities of key personnel are outlined in the WWU Emergency Management Plan. Response will coordinate with the City of Bellingham and Whatcom County unified command via assigned Liaison Officers, utilizing the National Incident Management System (NIMS). The County expects WWU to be directed via WA State as it is a state agency.

- Each department and unit at WWU must prepare. Department heads are to ensure completion of the template in Section 2, Dept Emergency Planning in the WWU Safety Information Book including identification of departmental roles and responsibilities as described below. The President distributed a reminder request to departments in July 2006.

- The Director of Student Health Services with support from Environmental Health and Safety office monitors recommendations from WHO, CDC, State and local public health departments.

- The WWU Pandemic Policy includes standard protocols for outbreak verification and alert. Triggers for closing are included in the response table in Appendix A.

- Work continues on contractual language for staying open or closing – housing contracts, vendor services, public works contracts and others. Broad language is appropriate for contracts to protect us if our President decides to close WWU prior to a county, state or national order.

- Some residence halls will likely remain open. Most buildings will likely close completely.

- NIMS reporting formats and procedures will be used for information flows in conjunction with general procedures in the WWU Emergency Management Plan.

- Standard procedures are in progress for obtaining medical/scientific consensus during a crisis. WWU and Whatcom County Health Department will continue planning.

- Internal and external University communications are described in detail in Section 1E. Communication procedures are in place in the WWU Emergency Plan. The WWU Office of University Communications plans to follow the National Incident Command System (NIMS) including coordination with City and County and use of a joint information center (JIC).

- WWU’s Emergency Management Plan and sections of this Pandemic Plan address providing essential services, including the following:
  - Protecting public safety (Public Safety)
  - Repairing building problems (Facilities Management)
  - Providing utilities (Facilities Management)
  - Ensuring safe provision of essential services (Environmental Health & Safety)
  - Caring for students with medical concerns (Student Health Center)
  - Caring for students with mental health concerns (Counseling Center)
  - Feeding students on campus (University Residences & Sodexho)
  - Supervising and assisting students living on campus (University Residences)
  - Providing telecommunications for essential personnel (Telecommunications)
  - Providing information technology (Academic Technology/Administrative Computing)
  - Administering the University (Offices of the President and Vice Presidents)
  - Communicating with faculty, staff and students (Office of University Communications)
  - Administrative services, e.g., purchasing or payroll (Business Services/Human Resources)
C. Risk Assessment

P. Mueller, G. Pierce, E. Gibson, A. Norman

To focus on strategy, the expected impact of the pandemic is estimated for all students, staff, and faculty, and both internal and external essential services. To achieve this, a risk assessment needs to take into consideration a broad overview of exposures, as follow:

- Assumptions from which to evaluate the impact of a pandemic event have been developed. The Whatcom County Pandemic Flu Taskforce planning assumptions and WWU planning scenarios provided earlier in this document have been prepared to evaluate the impact of an event.
- Estimates have been determined of the effect of a pandemic on the institution, local health care delivery, hospitals, and morgues as part of the Whatcom County Pandemic Plan.
- The extent that the Student Health Center can provide medical services has been evaluated. The Health Center will provide services as described in the WWU Pandemic Policy.
- Whether WWU will serve as a county infirmary or facility for mass inoculations or in other support roles is still being evaluated.
- The Whatcom County Pandemic Flu Taskforce is assessing the availability of additional healthcare providers needed in case of a pandemic outbreak. WWU does not anticipate additional staff.
- Essential services and processes, both internal and external, have been identified as discussed in a later section.

This list goes beyond what may be required for a pandemic, but it may be useful to review external resources for all kinds of emergency preparedness. Mutual aid agreement may be desirable for some services.

We may need to identify first tier and perhaps second tier external services such as:

- Sodexo Dining Services
- Food services distributor (Sysco)
- Internet service providers (Comcast)
- IT/EDP services
- Cable (Comcast)
- COB Public Works - water & sewer
- PSE - electricity
- COB Police
- COB Fire & Medic One
- Commercial ambulance services
- St. Joseph’s Hospital
- Medical supplier and other resources (equipment, personnel, supplies, vaccines and drugs)
- Mortuary services
- Washington State Department of Health
- Whatcom County Health Department
- Center for Disease Control
- Assistant Attorney General
Whatcom County Sheriff Emergency Management
Cellular phone service (Verizon)
Telephone service (Qwest)
Sanitation services (portable toilets)
Waste haulers (SSC)
Hotel/motel services
Laundery services
Fuel suppliers - diesel, gas
Transportation sources - WTA, charter bus service, taxis
Moving and storage services
Daycare facilities
Mail services (USPS)
Courier services (UPS or Fedex)
Temporary shelters, tent supplier
Materials, equipment and lumber suppliers

- Continuity plans for critical research and training activities are in progress as described later in this document. Departments to plan for these issues include: Biology, Chemistry, Psychology, Shannon Point, possibly Huxley. Determination of what is critical is needed by involved departments, including back-up of materials and business continuity for power and other issues.

- Plans for research continuity involving animals and animal safety and care are in progress as described later in this document in Section 6D.

- Plans for international programs are in progress as described in Section 6H.

- The University is discussing procurement of anti-viral medication.

- The University is in progress working with specific groups and cultural issues to be addressed before and during a pandemic, for example, language, access to media, and religious practices for the ill and dying. The Shalom Center will be contacted to provide advice: Lutheran and Jewish service. Catholic information is through Sacred Heart Church. Chris Berry at Shalom can assist with connections to Islamic and other groups, possibly including AS student groups. Pastoral counseling may be a resource.
D. Response Plan by Pandemic Phase

To facilitate a quick and adequate response during a crisis, all those responsible should know what to do and in what order. For this reason, response plans for each stage have been developed, bringing together all other aspects of preparedness.

In Appendix A, WWU has presented a response plan shown by stage of pandemic. The response plan includes a mechanism for identifying triggers that will change the level of response. The response plan identifies the responsibilities and tasks of departments and individuals at varying stages of a pandemic, but is to be augmented with departmental information.
Communication strategies are an important component in managing any infectious disease outbreak and are essential in the event of a pandemic. Accurate, timely, and consistent information at all levels is critical in order to minimize unwanted and unforeseen social disruption and economic consequences and to maximize the effective outcome of the response.

**Internal Communications**

- The Director of Student Health Services with support from Environmental Health and Safety will monitor recommendations from WHO, CDC, State and local public health departments, assess risks to the campus, interpret research and determine its public health relevance to the campus community.

- In the WWU Emergency Plan and in Office of University Communications procedures, a process in place to review and approve all communiqués. This would occur according to National Incident Command System (NIMS) processes: approval by the incident commander for the operational period.

- Standard procedures for communication will coordinate with City and County communication procedures as outlined and recommended in the County Plan using a joint information center (JIC). It will be easiest for media to come to one point and share information. WWU may consider use of the Bellingham TV station at City Hall to provide information.

- WWU’s University Communications Department will be responsible for developing internal and external University communications. Technological resources, email and web, will be used to provide information rapidly.

- The University has not yet designated a spokesperson. Using NIMS, the assigned Public Information Officer for each period will be WWU’s spokesperson.

- Appendix 2 in the WWU Emergency Management Plan needs updating. A meeting has been held to gather information for the update. The internal communication plan addresses different target groups (e.g. staff, faculty, students, student health workers, and specific risk groups), key messages to be conveyed, possible materials that are needed (web sites, leaflets, information in different languages, etc.) and distribution mechanisms to reach the target groups.

**External Communications**

- The WWU external communications plan addresses different target groups (e.g. parents, donors, boards, press, general public, and health-care workers), with key messages to be conveyed, materials that may be needed and distribution mechanisms to reach the target groups. As described above, standard procedures for communication will coordinate with City and County communication procedures as outlined and recommended in the County Plan using a joint information center (JIC).

- An official campus influenza pandemic web site is being created and linked with other appropriate web sites such as the CDC's and WHO. The Office of University Communications and Academic Technology User Services are setting up templates for emergencies called dark pages.

- Relationships with County medical and public health specialists are established via the Whatcom County Pandemic Taskforce. These contacts will be able to help with the development of accurate and timely messages before a pandemic. During a pandemic, the JIC will provide information County-wide, and University communications will coordinate.
• A mechanism for daily briefings is part of the NIMS process and will be activated at WWU if a pandemic occurs locally or otherwise impacts institutional activities. The WWU Emergency Management Plan has developed locations for press conferences.

• WWU is in process checking with State and local emergency management regarding how to communicate, possibly via teleconferencing facilities. The likely method will be via the web.

• An issue of concern to the University is keeping information technology (IT) systems running. Main IT facilities at 32nd Street are relatively isolated, as is the Bond Hall basement. Fortunately, WWU has the capability to control much of the equipment from employees’ homes and people will not be required on-site, unless problems arise.
F. Legal and Ethical Issues

During a pandemic, governmental bodies may find it necessary to overrule existing legislation or individual human rights. Examples include the enforcement of quarantine (over-ruling individual freedom of movement), use of privately owned buildings for hospitals, off-license use of drugs, and compulsory vaccination or implementation of emergency shifts in essential services. These decisions need a legal framework to ensure transparent assessment and justification of the measures that are being considered.

Ethical issues are closely related to those legal issues mentioned above. They are part of the framework that is needed to assess the cultural acceptability of measures such as quarantine or selective vaccination of predefined risk groups.

- WWU is preparing for a pandemic. In the future, individuals who claim that the institution failed to respond appropriately to a pandemic outbreak will have recourse through the state tort liability claim process which is funded by the state self-insurance liability program (SILP).

- The University’s Emergency Management Plan facilitates the decision-making process for Presidential declaration of an emergency. The question of shutting down a public entity without a declaration of emergency is being examined.

- The advantages and disadvantages of declaring an emergency and closing the University are incorporated into this document. Issues relating to University closure include students who rely on WWU for medications. WWU can give prescriptions, but pharmacies must be open to get drugs. The Student Health Center Director recommends a 3 month supply of routine drugs. Similarly, students who rely on WWU for counseling may be impacted.

- WWU has assessed the legal impacts of public health measures that are likely to be proposed, including: travel or movement restrictions (leaving and entering areas where infection is established); campus closings; prohibition of mass gatherings; isolation or quarantine of infected persons, or of persons suspected of being infected, or persons from areas where pandemic strain influenza infection is established. WWU’s Pandemic Policy addresses many of these issues.

The WWU interim travel policy is being re-evaluated for compliance with CDC and travel restrictions.

The University is considering the legal and ethical issues related to limiting personal freedom, such as may occur with isolation and quarantine, and will be following Whatcom County Health Department guidance.

- The liability, insurance, and any necessary licensing issues have been considered for temporary, retired workers, and volunteers who may be assisting in areas outside their training and competence, particularly health and emergency services. Areas of review include licensing issues; working with children; summer camps; Marrowstone; and conferences. University contracts are being evaluated.

- The liability issues have been considered for unforeseen adverse events in the possibility of administering a vaccine and/or antiviral drug, especially where the licensing process for a pandemic strain vaccine has been expedited. Specific releases are generally provided by a pharmaceutical company and signed by a patient in order to receive an expedited vaccine or medication that may not have had full testing.

- The University is considering the legal and ethical questions for limiting the availability of a scarce resource, such as rationed diagnostic laboratory testing, pandemic strain influenza vaccine or antiviral drugs. WWU anticipates that government entities, such as the CDC, will guide this decision making, with specific populations identified as higher risk. Other populations, such as health care workers, will receive priorities.
• WWU has considered the legal and ethical questions related to compulsory vaccination for health-care workers and workers providing essential services. Current policies are in place for mandatory vaccinations for University health care workers with personal, religious or medical waiver rights (who may be unable to work or be paid in case of an outbreak).
2. Implementation, Testing, and Revision of the Plan

G. Shipley

To ensure full implementation of the University’s Pandemic Plan at all levels, WWU intends to set targets or define indicators to measure progress prior to a community or campus outbreak. The Pandemic Plan must remain a dynamic document which is tested and revised regularly.

- In the absence of pandemic outbreaks, WWU plans to review, revise and test the plan every 2 years alternating with earthquake.

- In the absence of an outbreak, a table-top review of the preparedness and response plan is proposed. The first table-top, Innovative Response, was provided to the Emergency Management Committee in August 2006.

- The Environmental Health and Safety director is responsible for review of plan materials and exercises, in accordance with the WWU Emergency Management Plan.

- WWU uses processes, such as critiquing of exercises, documentation of action items, and assignment of action items to individuals, to assure improvement opportunities, once identified in the testing, are pursued.
3. Monitoring Incidence and Prevalence

E. Gibson, G. Shipley

Monitoring incidence and prevalence of pandemic influenza consists of on-going collection, interpretation, and dissemination of data to enable the development of evidence-based interventions.

The University’s Pandemic Plan specifically addresses students, faculty, and staff traveling abroad; and foreign students enrolling at WWU.

- A coordination mechanism for monitoring in advance and during the response to an outbreak or pandemic has been established. This mechanism will coordinate University Residences, University Police, Student Health, Athletics, International Programs, and local authorities.

  It is established and has been used at WWU during both measles and SARS outbreaks. Should a pandemic outbreak occur, WWU anticipates an online or hotline notification system on campus to monitor incidence of students and campus personnel with symptoms, as well as their clinical progress.

- It is planned that the monitoring of incidence and prevalence for infection internationally, regionally, and locally will be delegated to Student Health Center staff by the Director of the Student Health Center.

- The Director of the Whatcom County Health Department and the Director of the Student Health Center have regular communication and contact.

- The WWU Student Health Center is a surveillance site for the Whatcom County Health Department, which includes monitoring incidence of flu-like illness for seasonal flu in Western’s student population. WWU will continue to act in that capacity during a pandemic flu outbreak.

- The WWU Pandemic Policy includes information developed to help identify possible cases of pandemic influenza that might not otherwise be detected by routine monitoring among students, faculty, and staff.

- The WWU Student Health Center has existing procedures in place to notify public health officials of unusual illnesses and medical conditions occurring among students, faculty, and staff, and has utilized this practice in other clinical situations.

- The WWU Student Health Center has existing procedures in place for daily reporting of cases among students, faculty, and staff, including information on the possible source of infection, and has utilized this practice in other clinical situations.

- The WWU Student Health Center plans to implement a central reporting mechanism online for:
  - Employee “call-offs”/absences because of flu symptoms
  - Number of students in isolation and quarantine because of flu
  - Number of confirmed cases of flu being treated with antivirals
  - Number of flu symptom transports to the emergency room.
4. **Infection Control**

Guidelines for infection control are important to clarify the routes of transmission and the ways to interrupt transmission through measures of hygiene. Infection control is an essential part of WWU’s pandemic management program:

- **Campus-wide education** has been developed including:
  - Information on routes of transmission
  - How to prevent spread of the disease, including general hygiene measures such as cough etiquette and hand washing
  - Medical follow-up
  - Isolation (prophylactic)
  - Treatment with antiviral drugs, etc

  This will be accomplished utilizing educational materials developed by the CDC, State Dept of Health and coordinated through the Whatcom County Pandemic Planning Task Force. The WWU pandemic website will include links to information on the above.

- General bio-safety protocols have been developed where needed at WWU. These include research laboratories, animal care facilities, custodial services, athletic areas and health care.

- Health Care workers receive periodic, in-depth training because of the likelihood of exposure and infection. Other WWU personnel are identified elsewhere in this document who will need special in-depth training related to an outbreak: University Police, custodians, food services personnel, maintenance; safety and anyone who may be working outside their area of competence and training.

- Equipment needed to implement CDC recommended infection control and bio-safety measures including personal protective equipment is available in the Student Health Center. The Environmental Health and Safety office has 3000 N-95 respirators in storage, provides fit testing for respiratory protection compliance, and plans to have available a training web-page for donning, doffing, fit testing, and caring for N-95 respirators. Requests for funding for additional protective equipment are being considered by President’s Council.

- Policies are in place regarding the use of personal protective equipment, including departmental hazard assessment certifications, as described in the WWU Departmental Safety Information Book, Section 5, Personal Protective Equipment and Section 9, Respiratory Protection.

- Waste disposal and housekeeping protocols are in place at the Student Health Center to prevent the exposure and spread of disease. Other departments not caring for ill personnel will not require special waste procedures.

- Protocols for the handling and transfer of bodies, should this become necessary at WWU, will follow guidelines identified by the CDC and the medical examiner for Whatcom County as part of the Whatcom County Pandemic Planning Task Force.

- Fitness-for-duty procedures to identify employees who became ill from pandemic flu, recovered and would be presumed immune will depend on the availability of lab testing for immunity and clinical criteria yet to be developed by the CDC and the WA State Department of Health.
5. Public Health Measures: 

Social Distancing and Quarantine, Travel Restrictions 

E. Gibson

As the access to vaccines and antiviral drugs during a pandemic will likely be extremely limited, non-medical interventions may be the only way to delay the spread of the disease.

Many of these interventions involve human behavior and human rights and, therefore, need a strong educational and legal basis. Moreover, most of the interventions are based on limited evidence. Therefore, WWU intends that transparent decision-making and frank information-sharing should go hand-in-hand with the measures discussed in this section.

- The following educational efforts will take place for the campus community at the start of WHO Pandemic Phase 4, WWU Stage A:
  - How to achieve protection from disease;
  - How to limit the spread of disease; and
  - Understand public health measures that might be implemented to limit community spread, such as voluntary or enforced quarantine.

- Plans to communicate proposed measures to limit the spread of the disease and reduce the risk of transmission began with President Morse’s Context letter in the spring 2006. In the fall 2006, the Director of the Student Health Center will discuss basic public health measures, including hand washing and covering coughs, with administrators and department heads, resident advisors, and others on campus. The WWU pandemic website and Student Health website include information and links on these measures.

- There is not yet clarity about what public health measures may be instituted; discussions regarding the expected effects and limitations will occur when more detail becomes available.

- Information on personal respiratory hygiene is described above in Section 4.

- General education will be available at the start of WHO Pandemic Phase 4, WWU Stage A, on infection control guidelines for non-medical settings; for instance in places where people gather or where there is a high risk of spread of infection (residence halls, classrooms, laboratories, athletic facilities).

- The process for evaluation and recommendation regarding closing the campus and prohibition of mass gatherings is described in Appendix A, WWU’s response table. Decisions will be made in conjunction with guidance from the CDC, WA State Department of Health, Whatcom County Health Department and coordination with the unified incident command for Whatcom County.

- The WWU Pandemic Policy outlines protocols for confinement and quarantine. Discussions regarding implementation have included consideration of legal and practical issues. In other clinical situations, the Student Health Center has used Birnam Wood for isolation and quarantine of students with infectious disease.

- Discussions have been held regarding procedures for the provision of medical care, food supply, social support, and psychological assistance for people in quarantine. In other clinical situations, such measures have been provided for students.

- Discussions have been held regarding procedures for transport of persons to quarantine sites and from there to hospitals or mortuaries.

- Procedures to restrict domestic and foreign travel will follow guidance from the CDC, WA State Department of Health, Whatcom County Health Department and other federal agencies. Additional discussion on travel and the consequences of travel restrictions on partnering organizations is presented in Sections 6H, International Programs and 1C, Risk Assessment.
6. Maintaining Essential Services:
Decision to Stay Open versus Decision to Close

G. Shipley

Essential services are those functions that keep WWU operating, and include power, drinking water, transportation, and telecommunications as examples. Consideration of the effect of a pandemic on those persons who perform or assure the delivery of essential services is an important part of planning.

Departmental considerations follow, with WWU defining, based on its mission and priorities, what are the essential services required.

- The following are considered essential services when some students remain in our residence halls, but the University is not open for classes or research.
  - Protecting public safety (Public Safety)
  - Repairing building problems (Facilities Management)
  - Providing utilities: steam, air, gas, heat, electricity, water, sewer, and ventilation (Facilities Management)
  - Ensuring building problems and utility provision can be done safely (Environmental Health & Safety)
  - Caring for students with medical concerns (Student Health Center)
  - Caring for students with mental health concerns (Counseling Center)
  - Feeding students on campus (University Residences & Sodexho)
  - Supervising and assisting students living on campus (University Residences)
  - Providing telecommunications for essential personnel (Telecommunications)
  - Providing data and information technology for essential personnel (Academic Technology User Services and Administrative Computing)
  - Administering the University (Offices of the President and Vice Presidents)
  - Communicating with faculty, staff and students (Office of University Communications)
  - Depending on the length of the outbreak, administrative services such as purchasing, accounts payable and payroll (Business Services, Human Resources)

- A widespread pandemic will affect the external delivery of essential services to campus in ways WWU can only speculate; for example, food services, international travel, utilities, etc.

- Each designated essential service is in process to develop emergency contingency plans applicable to a pandemic. On July 20, President Morse sent a memo to chairs and directors to prepare or update departmental emergency plans.

- Departments shown above are in the process of identifying persons who are responsible for maintaining essential University services. Essential campus personnel whose absence would pose a serious threat to public safety, or would significantly interfere with the response to a pandemic are in process of being identified.
• Human Resources staff are in progress on plans for coping with shortages of workers in these services; for example, cross training volunteers. Facilities Management has also begun to identify retirees to supplement essential employee lists. Training and training timing are being evaluated. Departments are in the process of evaluating personnel who are responsible for maintaining essential services and who “moonlight” for another entity and attempting to pre-determine which entity each responder will support during a pandemic event.

• Needs for essential services at WWU are similar to community needs, for example, housing, food, medical treatment, building and vehicle use. For this reason, the WWU personnel continue to coordinate and work on the Whatcom County Pandemic Planning Taskforce.

• The University is evaluating mutual aid and/or memoranda of understanding agreements with other institutions or service providers for essential services. Currently, mutual aid agreements are in place for police and information technology storage. Other agreements are in progress or are being evaluated. Refer to Section 1C, Risk Assessment for external service providers.

• Discussions have taken place regarding conditions surrounding decisions to keep the institution open or to shut down for a specified period of time. As described in Section 1C, Risk Assessment, this decision will be made in conjunction with local, state and federal guidance.
Campus Considerations

A. Student Health Center

WWU’s Student Health Center is a primary care medical clinic with a specialty in college health. It provides a broad range of affordable health care to eligible students. Staffed by a team of physicians, nurse practitioners, registered nurses, and support staff, it assists students with preventive health care and consultations, as well as evaluating, diagnosing and treating health concerns, illnesses and injuries.

The Student Health Center is planning for possible pandemic outbreak as follows:

- Plans are in progress to assure ongoing student health services in the event of a reduction in work force. The WWU Student Health Center (SHC) does not anticipate availability of any temporary workers. Their staff will go to surge capacity staffing and eliminate all non-essential clinical visits.

- The Student Health Center has existing protocols for communicating with the Whatcom County Heath Department and St. Joseph Hospital Emergency Room.

- The Student Health Center is working to expand on-line availability of medical personnel. This existing communication with students is the planned form for communicating with parents in pandemic situations.

- The SHC are discussing pre-event medical counseling for students. Protocols have yet to be developed. Staff is working to expand on-line availability of medical personnel for this purpose.

- The SHC has not stockpiled supplies and medications that will be useful for the prevention of exposure to influenza, including antibiotics and intravenous fluids. Funding for additional supplies and anti-viral medication is in the funding request process.

- The SHC has existing procedures in place to ensure that stockpiled materials that have expiration dates have not exceeded those dates.

- The type and amount of personal protective equipment that will be useful for treatment of influenza has been identified. The SHC has 15,000 surgical masks in storage. The Environmental Health and Safety office has 3,000 N-95 respirators. Funding for additional equipment is in the funding request process.

- The SHC and Environmental Health and Safety office follow the University Safety Policy, U5950.01, and the Respirator Program in Section 13 of the WWU Departmental Safety Information Book regarding fit testing and other requirements.

- The University will follow a strategy developed in conjunction with the state and county protocols for the triaged-distribution of stockpiled supplies and medications. This is in progress.

- The SHC is discussing possible infirmary sites, since the University does not have one.

- Internal and external notification plan and alert mechanisms are discussed in Section 1E Communications. The SHC anticipate their staff will use email, on-line and voice mail notifications for internal communications.

- Two examination rooms in the Campus Services Building second floor function as negative-pressure rooms, created for the private evaluations of patients with flu like symptoms.

- The SHC will develop and post signs at all entry points to the clinic directing patients with flu-like symptoms and/or returning from recent international travel to areas where there have been avian flu outbreaks to self-identify and register with staff immediately.
• The SHC, in conjunction with Health Department officials, indicates that the time lag between sending samples for testing and getting results is unknown until we are in WHO pandemic phase 4.

• The SHC has existing protocols for the following:
  o Evaluating patients with flu like symptoms to determine the likelihood of an avian flu exposure while minimizing contact and self-exposure.
  o Caring for students exposed to the flu but not symptomatic.
  o Caring for students who are ill but not hospitalized.

• The SHC staff review each of the above noted protocols annually.

• The SHC is working with the Whatcom County Health Department to determine the following:
  o The development and implementation of protocols have been developed for the safe handling of corpses, respecting cultural and religious beliefs.
  o The emergency capacity for storage of corpses before transfer to a morgue.

• The SHC will develop procedures for patient transportation to isolation areas.
B. Food Services

At WWU, food services are provided by Sodexho, under a long-term contract with the University. University Residences is the point of contact for the contractual arrangements with Sodexho, which hires many student employees during academic terms.

- In accordance with the scenarios at the front of the document, the University plans that most students, faculty and staff will not remain on-campus during a pandemic outbreak. The ongoing provision of food services in the event of a reduction in work force will be mitigated by the smaller numbers of people remaining on campus.

- In the WWU Emergency Management Plan, an Emergency Support Function for food and water is included. This plan was developed approximately 10 years ago, and review is in progress.

- WWU plans to feed essential employees who must report for work in an emergency. In accordance with NIMS, the logistics chief would arrange this activity. Funding for a stockpile of non-perishable food for essential staff is in progress. One to 2 days of food is generally available on campus. Most of it is useable if utilities are functioning since it is perishable and requires cooking.

- Sodexho has priced various stockpiles of non-perishable foods for students who might need to remain on campus at University Residences’ request and funding is in progress. Sodexho has a system in place for keeping within expiration dates with WWU funding. The University may utilize Costco, Wal-Mart or other bulk food warehouse to deliver food and water. The University will work with the Whatcom County Pandemic Taskforce regarding use of local produce, gleaning and other local sources for food.

- Sodexho uses washable equipment in normal operations to avoid excess waste. WWU is in progress with funding for prepackaged utensils. Ridgeway Commons has space available for long-term storage.

- The Student Health Center or Environmental Health and Safety staff will train Sodexho or other food service personnel on the risks and prevention measures for flu exposure, possibly using on-line methods. WWU plans to train Sodexho employees since most employees are WWU students. When WWU closes, most Sodexho employees leave and only a few managers remain.

- Sodexho does not currently have any infection control or enforcement policies and procedures to: (1) minimize or prevent the spread of flu from self-serving food operations and food service personnel, such as, replacing open utensil bins with prepackaged plastic utensils; or (2) assure that infection control procedures are followed.

Sodexho personnel have asked WWU staff to assist them with this aspect. One models for an infection control program would be the cruise industry. WWU will ultimately pay implementation costs.

- Issues related to external supply chains such as food deliveries are presented in Section 1C, Risk Assessment.

- Sodexho has a means to safely transport food to individuals isolated or quarantined. As described above, WWU will train their employees prior to execution. Western has had students in quarantine previously in other clinical situations and has used Residence Life staff to deliver food. Custodians might assist with delivery or other food services. Training would be required for every employee prior to providing this task.
C. Admissions/Registrar/Financial Aid

The materials for this section are being prepared by Karen Copetas, Admissions, Joe St. Hillarie, Registrar’s Office, and Clara Capron, Student Financial Aid.

- In general, WWU will look to the federal government for direction of federal financial aid programs.

- The following are in progress:
  - A policy to address financial concerns of students resulting from prolonged absences from class.
  - A plan to address decreased tuition receivables if there is a significant reduction in returning students.
  - A means to monitor the whereabouts of students during a pandemic.
  - A plan to continue the recruiting and admissions process during a quarantine.
D. Academic Affairs

Plans for academic issues relating to a pandemic are in progress as follows:

- The Provost’s Council has been briefed and updated about pandemic issues.
- Academic issues related to pandemic flu at WWU affect both the Student Affairs Division and the Academic Affairs Division.
- A policy for prolonged absence from academic classes is currently in place. Other existing policies are under review for applicability to pandemic situations where nearly all students may be absent.
- The point of contact for academic issues is assigned to Vice Provost John Lawson. Dean Arlan Norman is the contact on the Emergency Management Committee.
- The exclusive use of on-line course work is likely not feasible for WWU, although many faculty utilize Blackboard for on-line teaching. A number of classes are not able to be taught on-line.

The details related to stopping classes at various points in a quarter are under discussion. It is considered more likely that classes will stop when pandemic flu is present on campus, rather than that classes continue.

International programs information is provided in Section 6H.

Academic issues for consideration including the following:

- A procedure for students in isolation to obtain class lectures and participate in exams.
- A procedure to provide tutoring to students in quarantine or isolation.
- Course fee payments and refunds. Refer to Section 6 C, Admissions, Registrar, Financial Aid and Section 6K, Business and Finance for information.
- Patients at the Audiology Clinic with contingency planning to notify patients that the Clinic is shutting down.
- Contingency plans for the Psychology Department graduate students to notify patients that the department is shutting down.
- Animals used in the Psychology and Biology Departments and at Shannon Point Marine Center.
E. Human Resources

The Human Resources Department at WWU is in progress with the following areas:

- Human Resources and the Student Health Center have emergency contact information. An on-line provision to the Student Health Center is underway.

- Human Resources has an existing Telecommuting policy in place. Very few employees actually use the policy. If many employees telecommuted simultaneously, the concerns would be myriad, but Human Resources staff are working through issues.

- Information Technology (IT) resources are currently available for employees only if set up in advance, as IT is currently driven by employees' needs. It is unclear who at WWU has VPN at present. Certain people will need access, and a process for organizing access is underway. Student information on IT is currently unavailable.

- Most WWU temporary employees will be released from work upon campus closing. Human Resources does not envision extensive use of temporary employees during a pandemic emergency, but is researching possible partnerships with temporary agencies, including pandemic in a developing request for proposal. Temporary dispatchers are available in some circumstances. For a number of positions, background checks or licensing is required, for example, working with children.

  On a county-wide basis, credentialing may be abandoned during a pandemic emergency situation. For example, retired nurses may be brought back without current credentials throughout Whatcom County.

- The Professional Staff Organization at WWU permits cross training in a segment of their handbook upon employee request with approval of the Vice President. In general, essential personnel have not been fully identified or directed to engage in cross training. For classified staff members at WWU, there is cross training. Most of Facilities Management trades shops are cross trained in one other area at present.

  Cross training for our custodians or other employees may be required so they can assist.

- Human Resources currently provides on-line benefit information and responds to questions by phone and by email.

- Human Resources employee payrolls currently have a lag time between the period worked and pay received, indicating that every employee should get at least one more paycheck after the campus closes.

- Human Resources is in preliminary stages of discussion with the Whatcom Educational Credit Union about signature loans for WWU employees who need to be tided over secured by payroll repayment.

- Human Resources believes that WA State’s Governor must declare an emergency to continue paying WWU’s payroll. Three processes have been identified to continue payment: (1) replicate the prior payroll cycle; (2) go through WA State; or (3) utilize the bank which will duplicate the previous payments. These processes would include some overpayments.

- Human Resources is in progress determining whether WWU employees essential during a pandemic emergency can be emergency service workers.

- Human Resources is in process of creating and maintaining a list of WWU volunteers and retirees. Volunteers from within WWU could provide some needed services. Volunteers could include faculty and staff whose jobs are not essential while the University is closed or employees who have been ill, have recovered and are considered immune.
In conjunction with the City of Bellingham and Whatcom County, Human Resources is coordinating to tap the Whatcom Volunteer Center as a centralized source of volunteer workers, and coordinate potential WWU volunteers with the Center.
F. Student Housing Services

University Residences provides WWU’s student housing services.

- University Residences has used Birnam Wood in other clinical situations to isolate students and plans to use it during a pandemic. Birnam Wood apartments have no shared ventilation between units, and separate exterior entries to each apartment. Each unit has its own kitchen and bathroom.

  The only rooms in WWU residence halls with private bathrooms belong to employees – WWU Residence Life staff. University Residences does not intend to move employees unless a very difficult situation arose.

- In fall quarter, all rooms on campus are generally occupied. Students would be displaced to other buildings if Birnam Wood were used.

- WWU plans to use the Student Recreation Center as an evaluation center to send students who believe they have been exposed or exhibit flu-like symptoms. This facility is also being evaluated by the Whatcom County Health Department for similar usage. The facility is large and has a relatively new ventilation system.

- For the 2006-7 academic year, University Residences strongly recommends emergency 72 hour kits for each student living on campus. The Director of the Student Health Center reviewed the recommendation with students and their parents during WWU Summer Start. In future years, University Residences plans to make emergency kits a mandatory requirement.

- Residence Life is planning to expand training and provide additional health-related information to our students in residence halls on a voluntary basis.

- Plans are in progress to include emergency kit information on WWU’s student off campus living website. In general, students living off-campus will follow guidance for all of Whatcom County.

- An educational campaign is planned for employees to alert them to the 72-hour kits sold at WWU’s Associated Students Bookstore.
At WWU, management of all University facilities is provided by the Facilities Management Department (FM). Information on Western’s facilities for pandemic response is provided as follows:

- WWU buildings best suited to serve as triage treatment centers include Carver Gym and the Student Recreation Center (in order). Emergency power generation can be provided to Carver. Both have large amounts of floor space and large amounts of water readily accessible. A current assumption is that the facility would be for WWU personnel only.

- Plans are in progress to assure the ongoing provision of essential services in the event of a reduction in workforce. Facilities Management staff evaluated workforce and critical trades as follows:
  - Steam Plant operators are most critical. Other critical trades are plumbers, electricians, and maintenance mechanics.
  - The Steam Plant is not set up for automated control. It must be staffed 24 hours per day and 7 days per week. This will be most critical.
  - FM is contacting retirees to see if any are willing to return to work in emergency.
  - WWU will have enough plumbers, electricians, and mechanics if most personnel are home, most buildings are closed and only residence halls and select facilities remain open. FM would not have sufficient staff if the entire campus remained operational but experienced a reduction in workforce.
  - FM is checking if other universities could assist, though this is unlikely.
  - In a pandemic, the University will experience an extensive need for custodial services within triage and treatment centers and residence halls. Most FM custodians will not be needed for their normal jobs since academic buildings would likely be closed. FM custodians could assist University Residences custodians to provide services.
  - Custodians would have relatively high levels of exposure to others during work periods. Training and protective equipment would be mandatory.
  - Personal protective equipment on campus is described in Section 6A, Student Health Center. Funding for additional equipment is in the funding request process.
  - Some germicidal and disinfectant supplies are available on campus. Evaluation of amounts of disinfectants, germicides and sanitizers needed are in process and costs are included in the funding process. University Residences plans to provide disinfectants for their areas, as part of the custodial bid for 2006-07, a minimum of 6 to 10 cases of concentrated disinfectant.
  - WWU is working on a proactive approach to disease transmission: hand sanitizers in buildings, possibly portable, or given to individuals
  - FM has a system in place to transport supplies and personnel to secondary facilities. WWU has a fleet of vehicles, fuel stored to accommodate vehicle use for an extended period of time, and personnel to use the vehicles.

- FM and HR are considering inducements to keep personnel coming to work.

- FM is evaluating whether sufficient gas is available to fill student vehicles’ gas tanks in an emergency to allow students to return home.
H. International Studies and Foreign Operations
J. Lawson, L. Partolan-Frey, K. Bulcroft

WWU’s International Programs and Exchanges (IPE) office promotes, assists and coordinates international exchange, study abroad, and domestic exchange programs. It provides services to international students, scholars, and faculty.

- WWU is evaluating modification of the existing interim travel policy to include:
  - Trip cancellation
  - Restricted travel regions
  - Repatriation
  - Academic credit issues
  - Shelter-in-place guidelines
  - Compliance with CDC travel advisories and State Dept travel warnings

- WWU has prepared a WWU-Sponsored Study Abroad Program, Program Director’s Information book. This document provides a travel orientation process for persons planning to travel, including personal financial obligations.

- University Residences reports that there are 133 international students who live on campus in International Programs, about 1% of the student population. An additional 70 or 80 students are enrolled in Asia University plus a number of students in English as a Second Language. The Student Health Center screens about 250-300 international students per year. The homes of another 150 or 200 students are out of state and these students may not be able to travel.

  A pandemic would impact those students returning from affected regions in accordance with WWU Pandemic Policy. If international students are unable to go to classes, this may jeopardize their immigration visa status which requires them to be full time and maintain status. Health insurance may be an issue for international students who get sick and may not have the insurance because it is not required for them to purchase it.

- Travel advisories may restrict travel to and return from areas. The WWU Pandemic Policy requires screening of travelers. There are also a number of students who travel abroad when they do independent study or internships through their departments (and not necessarily through International Programs and Exchanges (IPE)). Students travel abroad on vacation during academic breaks.

  There are only a few faculty that we are aware of that teach abroad or have Fulbright appointments. A number of faculty performs research and travel on their own internationally. It would be difficult to obtain accurate data unless WWU tracks or monitors all students, faculty and staff who travel internationally.

- WWU provides information on travel and country-specific warnings. IPE provides information to students (and sometimes parents) which includes travel and country-specific warnings provided by the U.S. Department of State, the Centers for Disease Control and Prevention and the World Health Organization (WHO).

  A pandemic would impact students and programs abroad in terms of: deciding whether or not to cancel programs or prohibit travel in affected areas; updating emergency plans accordingly in our study abroad or faculty-led programs (the majority of programs are sponsored by providers, but Western has a few); and postponing pending study abroad programs in certain areas due to a potential health risk.

  Students studying abroad and faculty teaching abroad are participating in programs mainly through study abroad providers or affiliated universities. The study abroad providers will certainly have emergency plans and medical care.
• Plans for communicating with and assisting students, faculty and staff who may be restricted from returning to the United States from affected countries, or who may be quarantined while overseas are to be developed.

• Plans for communicating with and assisting international students, faculty and staff working and learning on the home-campus in the United States and who may be restricted from returning to their homelands if the United States is affected, or who may be quarantined while in the United States are to be developed.

• WWU's Pandemic Influenza Response Policy addresses issues regarding review of health status and incubation for all University personnel, including faculty, staff, volunteers, students, prospective students and visitors returning to campus from abroad.

  The WWU policy is designed to be consistent with guidance issued by the CDC. WWU plans to follow instructions provided by the WWU Medical Director and/or guidelines supplied by the Whatcom County and WA State Health Departments and CDC.

• IPE provides information on travel warnings, consular information and any WHO or CDC warnings, and plans to continue improving services regarding inquiries from families regarding student international travel.

• It will be critical that each student (with advice from others) makes a decision supporting his/her health and safety on whether to study abroad, or continue studying, in countries affected by avian flu. The University is in progress developing policies relating to whether WWU will require that students return from abroad. Currently, it seems likely that returns will occur only if the program determines students should return. Return before the ending date of programs, will require policies regarding program refunds and credit-transfer. Programs may already have these in place.

• IPE is evaluating the consequences of travel restrictions on partnering organizations (sponsors) for contractual obligations, including clarification on what each institution’s obligations would be in the event of an outbreak and who would pay.

  IPE believes that most sponsors have existing emergency plans in place to deal with these issues. IPE is in progress collecting and evaluating the information and working with sponsoring organizations.

• IPE is planning to begin evaluation of recommendations on hygiene kits for faculty, staff and students specific to international locations in which they are planning to visit or study.
I. Counseling

At WWU, the Counseling Center provides services for students. The University has an Employee Assistance Program (EAP) for employees through St. Joseph’s Hospital. The Health Promotion Network EAP of St. Joseph Hospital offers free, confidential, professional assistance to help employees and their families resolve problems that affect their personal lives and job performance.

- WWU intends to provide counseling services to faculty, staff, and students pre, during, and post pandemic event with special recognition of the possibility of a significant number of deaths. The WWU Counseling Center plans to take care of students and would link to the EAP program for a coordinated effort with faculty and staff. WWU recognizes that the EAP is a provider for much of Whatcom County.

As described in the WWU Emergency Management Plan, the Psychology Department program is a possible option. Emergency Support Function (ESF) 31 Emergency Psychological Support has been finalized and would be used as the basis for response.

- The Counseling Center is in progress developing alternative ways to provide counseling to offer counseling services to faculty, staff, and students by means other than face-to-face
J. Campus Security

WWU’s Department of Public Safety includes a Police Department with all officers commissioned by the state of Washington. They hold primary responsibility for law enforcement on campus and work closely with the Bellingham Police Department and other law enforcement agencies in areas of mutual jurisdiction, including pandemic preparation.

- WWU has plans to secure and protect selected areas which might be declared off-limits for short- or long-term periods of either vacancy or quarantine.
  - The University’s Student Health Center is housed on the floor above the University Police in the Campus Services Building, facilitating security of both areas.
  - The building’s dispatch center was designed with high levels of security to permit it to remain open and operational for critical “routine” activities outside of those involving a pandemic. The center has bullet-resist glass, for example. The entire building has a 24-hour by 7-day emergency power generator, full kitchen, showers, and secure vehicle storage.
  - Animal care areas have security plans in place.

- Plans to secure and protect the campus buildings if declared closed for either short or long-term periods of vacancy or quarantine would include changing or plugging locks, as appropriate. As always, public safety plans would be situational and adapted to actual needs.

- Plans have been made to secure and protect the campus from encroachment from neighbors and other non-campus populations seeking services and refuge. Once buildings are locked, people may be on campus.

- WWU is holding discussions regarding services to off-campus students and neighbors or extended families of essential employees.

- A plan to secure and protect the campus’ consumer staples, including food, water, and essential healthcare items is in progress and dependent on where materials may be stored.

- WWU has been participating extensively in the Whatcom County Pandemic Task Force, including representation on the critical services infrastructure subcommittee which has discussed extensively the expected limitations of local police, fire, and all other local emergency services.

- Arrangements for controlling access to campus and specific facilities when a building has been designated as a site for public immunizations or other services will be worked out with the community during the County and City planning process.

- The WWU Emergency Management Plan is in place and will be used to respond, including access to medical personnel and managing communications as described in Section 1E.

- A plan is in progress to provide University Police Officers with N95 respirators and appropriate requirements of the WWU Respiratory Protection Program described in Section 6A, Student Health Center.
The WWU Business and Financial Affairs Division handles accounting services, purchasing, contract administration, cashier, student accounts and the capital budget office. The University Planning and Budgeting Office oversees the WWU operating budget. Student Financial Resources handles student grants, loans and scholarships. The University Residences Department includes financial management of student housing and dining.

- The University has begun discussions of the potential financial impact of a pandemic. Academic program responses are the foundation for many financial decisions and, thus, financial decisions will likely follow agreement about academic program processes.
- WWU is in progress exploring some type of business interruption insurance that is triggered by a pandemic. Possibilities with tuition protection insurance from Markel could identify funds for business continuation in the event of a pandemic.
- Systems to maintain payroll, accounts payable and other financial services in the event a substantial number of employees are not available are under discussion. Refer also to the Human Resources section in 6E.
  - HR will review long-term disability coverage for employees, which is generally triggered after being off payroll for 90 days. Short-term supplements to employees' pay are generally dependent on sick leave coverage and availability. HR is evaluating long-term disability (LTD) coverage for employees as well as income replacement (AFLAC).
- Existing systems are in place to maintain the purchasing of goods and services in the event a substantial number of employees are absent, such as the P-card. Purchasing and Contract Administration are in progress with evaluation.
7. Recovery

G. Pierce

After a pandemic wave is over, it can be expected that many people will be affected in a variety of ways. Many may have lost friends and relatives, suffer from fatigue, or have financial losses as a result of the interruption of work. The WWU administration is planning to ensure that these concerns can be addressed, should that be necessary.

- Recovery priorities for restoration of essential services and key activities will be based on the existing priorities within the WWU Emergency Management Plan: 1) life safety; 2) preservation of property; 3) restoration of academic program; and 4) restoration of residential living program.
  - The sequence for restoration has been discussed and is in progress.
  - Most facilities will likely be closed and will require cleaning prior to most employees’ return. Phasing in returns seems likely.

- Recovery plans for essential services will be developed by responsible departments in conjunction with guidance in the WWU Departmental Emergency Plan. As described elsewhere, in July 2006, President Morse requested that all departments update or begin work on their individual plans.

- As described for Section 6I, Counseling Services, social, psychological and practical support to students and affected faculty, and staff and their families is being evaluated and discussed. WWU has provided support in other situations with campus-wide memorial services, discussion or educational programs.

- The financial impact of a recovery process has been discussed as have sources for funding. Refer also to Section 6K, Business and Finance. WWU is exploring some type of business interruption insurance that would be triggered by a pandemic, possibly with tuition protection insurance, from Markel.

- Recovery at WWU would coordinate with City, County and likely follow CDC and State Health Department guidance. During measles and SARS, the criteria was 3 weeks with no new cases. Faculty and staff must be able to return with safety and the ability to function.
8. Conclusion

This planning document is by no means complete nor is it intended to be. There are a multitude of issues for colleges and universities to take into consideration when contemplating how best to respond to any crisis. Some are common to all and some are unique to WWU. Pandemic flu is only one of many events that can adversely impact a college or university campus.

Effective, efficient, well-reasoned, and tested emergency and disaster plans are critical at any time of crisis. Review, update, and regular exercise of disaster, recovery, and contingency plans are key essentials.
9. Appendices
**Appendix A: WWU Avian Flu Response Table by Stages A, B and C**

**Stage A:** Confirmed increasing cases of human-to-human transmission of avian flu anywhere (WHO Phases 4-5)

**Stage B:** Significant to efficient sustained human to human transmission with suspected/confirmed cases in Puget Sound region or Lower Mainland British Columbia (WHO Phases 5-6)

**Stage C:** Suspected /Confirmed case(s) on Campus (WHO Phase 6)

<table>
<thead>
<tr>
<th>6-28-06</th>
<th>Stage A</th>
<th>Stage B (in addition to Stage A actions)</th>
<th>Stage C (in addition to Stage B actions)</th>
</tr>
</thead>
</table>
| 1. Emergency Response Team | 1. Monitor situation/track advisories  
2. Start screening of staff/students arriving from travel advisory areas.  
3. Create isolation housing in Birnam Woods for suspect cases | 1. Activate Incident Command System  
2. Receive respirators & training on respiratory protection from EH&S  
3. Maintain daily communication with Whatcom County Health Dept. | 1. Maintain contact with one another  
2. Activate Emergency Operations Center (EOC) |
| 2. Incident Commander | 1. Communicate with Emergency Response Team regarding preliminary planning and surveillance.  
2. Communicate and benchmark other College Health Services and Environmental Health & Safety Depts.  
3. Establish communication with City and County via Liaison Officer as well as other WA campuses regarding status of preparedness.  
4. Update Pandemic Plan with Emergency Response team as situation evolves.  
5. Issue communication(s) to campus community regarding status of disease spread, self protection and university response. (e-mail, website, town meetings) | 1. Notify President’s Council  
2. Notify Student Affairs and Emergency Response Team.  
3. Notify Housing & Dining of number of potential contacts that may require isolation housing.  
4. Ongoing communications with campus community regarding signs/symptoms, protocol for referral of suspected cases.  
5. Communication to include request that faculty and staff report if positive for flu or if family members positive to Student Health Service.  
6. Initiate poster, e-mail campaign on self-protection.  
7. Consider restricting movement on and off campus for activities/athletic events.  
8. Consider academic hiatus with class cancellations. | 1. Recommend temporary closure of building(s) and suspension of student and academic activities.  
2. Implement Emergency Pandemic Action Plan with Emergency Response Team  
3. Ensure that essential staff is providing coverage for essential operations, including student residents remaining on campus. |
<table>
<thead>
<tr>
<th>6-28-06</th>
<th><strong>Stage A</strong></th>
<th><strong>Stage B</strong></th>
<th><strong>Stage C</strong></th>
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<tr>
<td></td>
<td></td>
<td>(in addition to Stage A actions)</td>
<td>(in addition to Stage B actions)</td>
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</table>
2. Check emergency supplies in EOC  
3. Alert Student Health Center if encountering individual(s) with flu-like symptoms and review policy on transportation of symptomatic students | 1. Receive respirators & training on respiratory protection from EH&S  
2. Implement policy on transporting symptomatic individuals. | 1. Secure buildings & post signage  
2. Assist Health Center operations  
3. Assist in delivering basic supplies for quarantined students |
| **4. Facilities Management** | 1. Identify building ventilations systems  
2. Obtain and store cots for essential staff in EOC | Receive respirators & training on respiratory protection from EH&S | 1. Stand by to shut off utilities as directed by Incident Commander, if necessary. |
| **5. Env. Health & Safety** | 1. Assess respiratory protection plan and resources.  
2. Arrange for additional medical waste pickups. | 1. Assist Health Care Center  
2. Assist in delivering basic supplies for quarantined students. |
| **6. President’s Office** | 1. Receive information from Emergency Response Team  
2. Appoints Incident Commander  
3. Review content of internal and external public information bulletins and announcements. Work with Media Relations to select appropriate university spokesperson(s) for media reporting.  
4. Based on U. S. State Department recommendations, University recommends campus community not to travel to effected countries. Implement travel restriction policy for pandemics | 1. Receive information from Incident Commander.  
2. Receive respirators & training on respiratory protection from EH&S | 1. Advise President’s Council on response options.  
2. Activate EOC  
3. Provide oversight for student, staff, & faculty -- family notifications if appropriate.  
4. Evaluate information on institutional effects of the incident and set response priorities as appropriate.  
5. Authorize temporary suspension of classes or closure. |
| **7. Public information office** | 1. Draft internal and external bulletins and announcements with input from Emergency Response Team and in coordination with the City and County Joint Information Center (JIC). | Write and record bulletins and updates on the University’s Emergency Information Hotlines and Website | 1. Organize phone banks, if necessary (phone banks can refer callers to emergency services, take messages, support rumor control)  
2. Establish a Media Relations Center: coordinate press releases, and manage news teams and interviews, etc. |
<table>
<thead>
<tr>
<th>University Residences and Food Service</th>
<th>Stage A</th>
<th>Stage B (in addition to Stage A actions)</th>
<th>Stage C (in addition to Stage B actions)</th>
</tr>
</thead>
</table>
| Enact planning for quarantine of students: | 1. Train essential personnel on risks and response.  
2. Identify potential rooms and/or buildings to be used for quarantined students. Update quarterly based on current occupancy.  
3. Notify current occupants in spaces that will be needed of the potential or need for them to move.  
4. Ensure emergency response menu is planned for various degrees of need.  
5. Stockpile additional food stuffs and water.  
6. Ensure food delivery process is planned and delivery supplies are on hand.  
7. Formulate plan for alternate dining services or for the feeding of quarantined students. | Enact plan for quarantine of students:  
1. Set up Univ. Res. command center and recall essential personnel.  
2. Enact emergency phone contact tree.  
3. Fit essential personnel for N95 masks.  
4. Identify meal delivery need and method for quarantined students.  
5. Arrange for food service to isolated case(s) | Activate plan from Stage B to quarantine students in conjunction with the guidance from the County Health Department.  
Implement plan for alternate dining services or the feeding of quarantined students. |
| 13. Student Health Center | 1. Post entry door notifying patients with influenza profile and have traveled to (or have been visited by persons from) effected countries to consulting nurse.  
2. All students entering SHC with respiratory illness required to wear a mask  
3. Rooms 6 and 9 with negative air ventilation used exclusively for evaluation of suspect cases.  
4. Standard precautions in place  
5. Respiratory protection equipment in place.  
6. In-service training for avian flu.  
7. Follow State and County protocol for patient testing.  
8. Monitor Health Care staff for symptoms | 1. Receive respirators & training on respiratory protection from EH&S  
2. Isolate and monitor suspected cases.  
3. Identify contacts of suspected case.  
4. Communicate with parents of suspected cases and explain procedure.  
5. Initiate prophylaxis of contacts based on strength of patient presentation.  
6. Update Incident commander  
7. Establish additional phone triage lines for Student Health Center | 1. Isolation room in Health Center (negative pressure)  
2. Locating people contacted by patient.  
3. Arrange for screening of people who have had contact.  
4. Arrange for mass isolation setting, i.e. Wade King Recreation Center for large numbers of ill individuals to be cared for en masse, vs. one dorm |
| 14. Telecommunications | 1. Review plans for additional phone lines, and “work from home” options | Arrive hot line and staffing for FAQs | Arrange for emergency telephone lines to be established at EOC and quarantine areas. |
| 15. Human Resources | 1. Monitoring of faculty & staff travelers entering from effected regions and coordinate with Medical Director.  
2. Prepare a call-off policy.  
3. Identify issues for payroll and leave. | Same as Stage A | Assist with relocation of faculty & staff for quarantine |
Appendix B: 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

- Avian and Pandemic Influenza Management and Response Unit, USAID

- National Vaccine Program Office, HHS

- Avian Flu Facts, CDC

- National Institute for Allergy and Infectious Diseases, NIH

- WHO Avian Flu Home Page

- 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](http://www.globalhealth.org)

Experts

For a listing of some of the experts currently working on avian influenza and related issues, visit [http://www.globalhealth.org/avian_flu/experts.php](http://www.globalhealth.org/avian_flu/experts.php)

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

Appendix C: Emergency Management Team and Organization

Executive Director

Incident Commander & President’s Liaison

Public Information Officer

Liaison Officer

Safety Officer

Operations Chief
  - Medical Unit
  - Utilities Services Unit
  - Public Safety Unit
  - Academic Unit

Planning Chief
  - Resources Unit
  - Situation Unit
  - Documentation Unit
  - Demobilization Unit

Logistics Chief
  - Communications Unit
  - Supplies Unit
  - Facilities Unit

Finance Chief
  - Time Unit
  - Procurement Unit
  - Compensation/Claims Unit
  - Cost Unit

Selected From:
- University Police
- University Residences
- Facilities Management
- Custodial Staff
- Other Administrators
- Administrative Assistants
- Dean’s Council
- Animal Care

Student Health Center
- Facilities Management
- Environmental Health and Safety
- University Residences
- Custodial Staff

Business Services
- Human Resources
- University Residences
- Facilities Management
- Operating Budget Office

Selected From:
- University Police
- University Residences
- Environmental Health and Safety
- Custodial Staff

Other Administrators
- Risk Manager
- Workers’ Compensation Manager
- Administrative Assistants
- Dean’s Council
- Animal Care
Back of Organizational Chart
Appendix D:
Pandemic Influenza Response Policy for WWU

Approved by President’s Council July 19, 2006

This policy applies to all University personnel, including faculty, staff, volunteers, students, prospective students and visitors.

This policy addresses strategies for screening and preventing the transmission of pandemic influenza, should personnel become ill with influenza. It is intended to be consistent with the guidance issued by Centers for Disease Control and Prevention (CDC) and will be updated as CDC guidance changes. Therefore, personnel are expected to comply with current and future guidelines.

The rationale for the use of additional precautions for avian influenza as compared with human influenza includes the following:

- The risk of serious disease and increased mortality from highly pathogenic avian influenza may be significantly higher than from infection by human influenza viruses.
- Each human infection represents an important opportunity for avian influenza to further adapt to humans and gain the ability to transmit more easily among people.
- Although rare, human-to-human transmission of avian influenza may be associated with the possible emergence of a pandemic strain.

CDC Website: http://www.cdc.gov/flu/avian.index.htm

U.S. Dept Health & Human Services Website: http://www.pandemicflu.gov

1. Definitions applicable to policy

“Travel Advisory” means notification by CDC that a disease is occurring in a particular area and a recommendation against non-essential travel to the area. The risk for the traveler is considered to be much higher because of community transmission or inadequate containment.

“Travel Alert” means notification by CDC that an outbreak of a disease is occurring in a particular area. The risk for the individual traveler is felt to be definable and limited because transmission has occurred in defined settings or is associated with specific risk factors. There is no recommendation against non-essential travel to the area. The alert provides advice on precautions to safeguard travelers’ health.

“Pandemic influenza affected areas” means areas identified by either the CDC or WHO as having a high risk of transmission of pandemic influenza

“Quarantine” means restriction of freedom of movement of apparently well individuals who have been exposed to infectious disease.

“Isolation” means separation of infected individuals (those who are sick) from those uninfected for the period of communicability of a particular disease.

“Probable or Suspect Pandemic Influenza Case” means a case that meets the clinical and epidemiologic criteria; laboratory criteria confirmed, negative, or undetermined.

“Medical Director” means the Medical Director of Western Washington University’s Student Health Center
2. **Personnel with Suspected or Probable Pandemic Influenza Cases will be restricted from work or classes**

   Suspected or probable Pandemic Influenza cases involving WWU students, faculty, or staff will be restricted from work or classes on campus as soon as identified and will be asked to follow guidelines supplied by the Whatcom County Health Department and CDC.

3. **Personnel with Suspected or Probable Pandemic Influenza Cases must be medically cleared upon resolution of symptoms**

   Suspected or probable Pandemic Influenza cases involving WWU students, faculty, or staff must be medically cleared upon resolution of symptoms to return to work or classes by WWU’s Student Health Center in cooperation with and according to guidelines from the Whatcom County Health Department.

4. **Personnel arriving from a Travel Advisory area must contact Medical Director**

   Any WWU student, faculty member, staff member, prospective WWU student or visitor arriving from a Travel Advisory area must contact the Medical Director for medical clearance before arrival on campus to reside in University Residences, attend classes, work or other activities. Appropriate screening for symptoms must take place prior to arrival on campus for any purpose.

5. **Medical Director has authority to ensure the health and safety of the campus community related to pandemic influenza**

   The Medical Director has authority to take appropriate action per Whatcom County Health Department and Centers for Disease Control guidelines for screening, diagnosis, and monitoring of WWU students, faculty, staff or visitors to ensure the health and safety of the campus community.

6. **Preparing the University**
   
   a. Convene workgroup. Workgroup should include members of the University’s Emergency Management Team and may include:
      
     1) Medical Director
     2) Local or state health department consultants
     3) Hospital consultants
     4) Local emergency room consultants
     5) International Studies Office (incoming international students from pandemic influenza regions)
     6) Study abroad programs (students going to pandemic influenza regions)
     7) Environmental Health and Safety
     8) Housing, housekeeping, facilities management
     9) Information Technology
     10) Campus police
     11) Counseling and Psychological Services
     12) Dining Services
     13) Academic deans and/or advisors
     14) President’s office
     15) Vice president of student affairs
     16) Dean of students
     17) Office of University Communications
     18) Legal counsel
     19) Human resources
   
   b. Educate workgroup about the University’s Emergency Management Plan, the SHC internal alert mechanisms
   
   c. Workgroup should consider preparation of isolation units in on-campus housing for students requiring isolation who cannot be isolated off-campus or at home: (www.cdc.gov/ncidod/sars/isolationquarantine.htm)
1) Isolation units should be identified in consultation with the local or state health department consultants.
   a) Contaminated air in unit cannot recirculate to other units
   b) Private bathroom
2) The student should be transported to the isolation unit with a surgical mask in place to contain respiratory secretions.
3) Identify who will be responsible for monitoring isolation compliance.
   a) University police should work with the local/state health department to enforce isolation compliance.
   b) Treating clinician and local/state health department should coordinate responsibility for monitoring of the isolated student's signs and symptoms.
   c) Treating clinician and local/state health department and/or CDC should work together to determine when the 10-day isolation period is no longer indicated.
4) Prepare academic advisors, faculty and financial aid staff for dealing with student’s academic and financial concerns resulting from prolonged class absence (i.e., may need to take leave of absence or hardship withdrawal).
5) Workgroup should develop a support program for students who are quarantined or isolated.
   a) Establish a system to provide mental health support for students and parents (i.e., mental health counselor to telephone students on a regular basis to see how they are coping).
   b) Develop a system to help provide students with supplies as needed (i.e., food, toiletries, etc.).
   c) Implement a note taking program for students while they are in quarantine or isolation.
   d) Provide tutoring to those students after quarantine or isolation
   e) On line course offerings
6) Workgroup should prepare a pandemic event communications plan.
   1) Electronic communications:
      a) Develop mass email capability to all students, staff, and faculty (assure 24/7 access to IT individual who has access to these lists).
      b) Develop website announcement capability including timed updates and FAQs.
      c) Develop designated email address for questions from university community (as well as parents).
   2) Phone communications:
      a) Plan hotline with appropriate staffing.
      b) Plan answering machine messages to include timed updates.
   3) Written communications. Identify individual to write and plan the printing of:
      a) Patient education handouts
      b) Flyers and posters
      c) Student newspaper announcement
   4) Spokesperson communications. Identify individual(s) to do presentations and answer questions in the following settings:
a) Residence halls  
b) Classrooms  
c) “Town meeting”  
d) Employee work site  

5) Plan media relations communication based on existing communication plans for emergency situations.  
a) Identify university spokesperson  
b) Funnel all media requests through designated spokesperson  

7. Prevention/Precautions: Information regarding the potential spread of pandemic influenza on a college campus  

Information disseminated on campus will be consistent with materials provided by the CDC, the WA State Dept. of Health and the Whatcom County Health Dept. (information for brochure/handout/website in italics) 

The primary way that pandemic influenza virus appears to be spread is by large-droplet transmission, which usually requires close person-to-person contact. However, the unusually rapid transmission of this disease in previous pandemic situations suggests that airborne transmission through droplet nuclei of < 10 microns in diameter can occur. The virus may also be transmitted through direct contact with infectious droplets. Infection control precautions for this disease therefore involve the use of standard, airborne and contact precautions. For more information about infection control guidelines in general, go to www.cdc.gov/nciod/hip/isolat/isolat.htm. Hand hygiene, in particular, is extremely important in preventing the spread of influenza. For more information about hand hygiene, go to www.cdc.gov/handhygiene/.  

Human influenza is thought to transmit primarily via large respiratory droplets. Standard Precautions plus Droplet Precautions are recommended for the care of patients infected with human influenza. However, given the uncertainty about the exact modes by which avian influenza may first transmit between humans additional precautions for health-care workers involved in the care of patients with documented or suspected avian influenza may be prudent.  

8. Recommendations for Avian Influenza Screening and Care pertinent to the WWU Student Health Center  

All patients who present to the WWU Student Health Center with fever and respiratory symptoms should be managed according to recommendations for Respiratory Hygiene and Cough Etiquette and questioned regarding their recent travel and exposure history.  

Patients with a history of travel within 10 days to a country with avian influenza activity and are hospitalized with a severe febrile respiratory illness, or are otherwise under evaluation for avian influenza, should be managed using isolation precautions identical to those recommended for patients with known Severe Acute Respiratory Syndrome (SARS). These include:  

- Standard Precautions  
  - Pay careful attention to hand hygiene before and after all patient contact or contact with items potentially contaminated with respiratory secretions.  

- Contact Precautions  
  - Use gloves and gown for all patient contact.  
  - Use dedicated equipment such as stethoscopes, disposable blood pressure cuffs, disposable thermometers, etc.  

- Eye protection (i.e., goggles or face shields)  
  - Wear when within 3 feet of the patient.
• Airborne Precautions
  o Place the patient in an airborne isolation room (AIR). Such rooms should have monitored negative air pressure in relation to corridor, with 6 to 12 air changes per hour (ACH), and exhaust air directly outside or have re-circulated air filtered by a high efficiency particulate air (HEPA) filter. If an AIR is unavailable, contact the health-care facility engineer to assist or use portable HEPA filters (see Environmental Infection Control Guidelines) to augment the number of ACH.
  o Use a fit-tested respirator, at least as protective as a National Institute of Occupational Safety and Health (NIOSH)-approved N-95 filtering facepiece (i.e., disposable) respirator, when entering the room.

For additional information regarding these and other health-care isolation precautions, see the Guidelines for Isolation Precautions in Hospitals. These precautions should be continued for 14 days after onset of symptoms or until either an alternative diagnosis is established or diagnostic test results indicate that the patient is not infected with influenza A virus. Patients managed as outpatients or hospitalized patients discharged before 14 days with suspected avian influenza should be isolated in the home setting on the basis of principles outlined for the home isolation of SARS patients (see http://www.cdc.gov/ncidod/sars/guidance/i/pdf/i.pdf).

SCREENING PROCEDURES
1. If the patient phones in:
   a) If the patient complains of fever, flu-like illness, or respiratory symptoms, ask about recent travel to a pandemic influenza area and/or exposure to a pandemic influenza patient.
      1) If yes, the patient should be diverted to a medical facility where evaluation can take place in a setting which minimizes the potential for transmission of pandemic influenza.
      2) If no, triage the patient as usual.

2. If the patient walks in:
   a) Receptionist: If a student self-identifies as having possible pandemic influenza exposure:
      1) Hand the student a surgical mask to put on.
      2) Place the student in the negative air pressure evaluation room.
      3) Patient should use hand hygiene products or wash hands with soap and water.
      4) Close the door and post an “Isolation” sign on the door.
      5) Call the medical provider who will do the evaluation.
   b) Complete an exposure log for anyone (staff, students in the lobby) who may have had contact with the patient in the SHS. Exposure log should include name, ID number, and all contact information (phone, cell, email address).
   c) Medical provider assigned to do pan flu evaluation:
      1) Activate the internal alert mechanism.
      2) Don PPE (N-95 respirator, gown, gloves, face shield or disposable goggles).
      3) Clinical evaluation as appropriate.

9. Pandemic Planning for Medical Response
1. Prepare the Student Health Service
   a. Establish an Emergency Response Team
      Identify individuals and alternates to whom specific responsibilities are assigned.
      Suggested team members:
1) Team Leader = Medical (Clinical) Director
2) Administration
3) Nursing
4) Information Technology (IT)
5) Health promotion
6) Reception staff
7) Mental health professionals
8) Local and/or state health department officials

b. Prepare internal alert mechanism
   1) Develop notification roster and checklist
      a) Home, cell, and pager numbers of key Student Health Center personnel
      b) Personal and work email addresses of key SHS personnel
   2) Review communication plan with staff

c. Prepare external alert mechanism
   1) Develop notification roster and checklist. Identify website addresses, phone numbers, home, cell, and pager numbers, as well as email addresses of key personnel:
      a) University emergency management team
      b) Local and/or state health dept
   2) Emergency room
   3) Infectious diseases consultant

d. Prepare 2 private negative air pressure evaluation rooms within the Student Health Center

e. Stock Personal Protective Equipment (PPE).

   See currently recommended infection control measures for patients with SARS: www.cdc.gov/ncidod/sars/ic.htm
   1) N-95 respirators (or higher, e.g., N-99, N-100, P-100, etc.) with appropriate fit-testing
   2) Long sleeved isolation gowns
   3) Gloves
   4) Face shields or disposable goggles

f. Post signs at the entrance to the clinic asking patients with fever and/or respiratory symptoms and recent travel to pandemic influenza affected areas or exposure to an influenza patient to self-identify to registration staff immediately.

g. Prepare clinic protocols for evaluating pandemic influenza suspects. The intent of the protocols is to determine the likelihood of influenza exposure in the patient while simultaneously minimizing contact of this individual with others until the risk has been fully assessed. The protocols should address actions to be taken if:
   1) A pandemic influenza suspect patient phones in
   2) A pandemic influenza suspect walks in

h. Train staff. Clinical and administrative staff should be educated about pandemic influenza and exposure management, including meticulous hand hygiene (soap and water and alcohol-based hand rubs), personal protective equipment, triage procedures, etc. Clinical staff should be fit-tested for N-95 respirator masks and trained in their use.