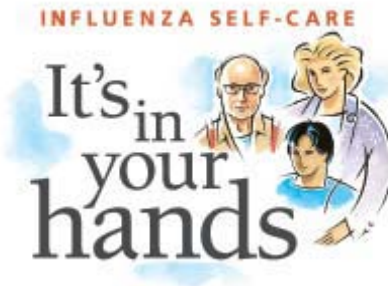




# **NORTHERN GATEWAY**



# **BUSINESS CONTINUITY PANDEMIC PLAN**



October 7, 2009

# BUSINESS CONTINUITY PLAN

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## FOREWARD

In the event of an Emergency including an influenza pandemic, Northern Gateway School Division will have an important role to play in protecting the health and safety of their students and staff. This *Business Continuity Plan (BCP)* is intended to prepare and assist all staff and students for the possibility of an emergency, in particular an influenza pandemic. The *BCP plan* recognizes the importance of close collaboration between School Authorities, Health Authorities; it advocates for the coordination of community-based pandemic response planning.

Local school jurisdiction planning activities address:

- The protection of students and staff.
- Coordination of essential school business operations based on risk management principles.
- Preparation for the orderly closure of school operations (in the event this is required) and eventual school reopening.
- Potential use of school facilities by community partners during the pandemic.

Northern Gateway School Division BCP has been created through the combined efforts of the Business Continuity Planning Committee composed of the staff members as follows:

Division Office Executive  
Central Services  
School Facilities  
Health and Safety Services

Input for the creation of the plan was also received from Alberta Education, Alberta School Boards Association, Alberta Health, and Emergency Management Alberta.

## PURPOSE OF THE PLAN

The purpose of the *BCP* provides for the continuation of critical school functions and recovery of suspended services in the event of an emergency such as pandemic influenza. Many potential contingencies and disasters can be averted, or the damage they can cause can be reduced, if appropriate steps are taken to manage through the event. The statistics included in this plan reflect estimates suggested by the World Health Organization and Canadian Health Authorities and are for illustrative purposes only.

This completed BCP outlines the course of action to be taken in the event of an emergency and the process for each department to follow in its recovery to normal business operation. It is intended to:

- Provide an orderly and efficient transition from normal to emergency conditions.
- Provide specific guidelines appropriate for complex and unpredictable occurrences.
- Provide consistency in action.
- Prevent activity inconsistent with the philosophy of this Northern Gateway plan.
- Establish a threshold at which an emergency response is triggered and determines who may authorize the response.

## **OBJECTIVES OF THE PLAN**

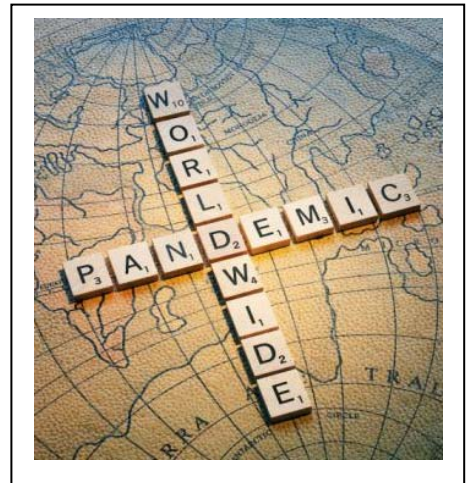
This Business Continuity Plan is intended to:

- Define critical operations that must be continued, those operations that can be postponed for a period of time and those operations that can be postponed indefinitely.
- Provide a planned transition for normal operations to emergency operations and maintaining only those functions defined as critical or vital operations.
- Provide a level of security and safety for employees.
- Provide standard of testing the business Continuity Plan.
- Ensure continuation of services and the protection of students' interests.
- Maintain confidence in schools.
- Meet regulatory requirements imposed by the Province or other regulatory agency.
- Manage successfully through an emergency and reduce the disruption to services.
- Provide leadership by example.

## PANDEMIC PLANNING

### BACKGROUND ON PANDEMIC INFLUENZA

An influenza pandemic occurs when a novel influenza A virus strain emerges with an ability to efficiently spread in human populations and cause significant morbidity and mortality. Since the 1500's, influenza pandemic has occurred 3 to 4 times per century. In the last century, there were 3 pandemics: the "Spanish Influenza" of 1918 (H1N1), the "Asian Influenza" of 1957 (H2N2) and the "Hong Kong Influenza" of 1968 (H3N2).



The World Health Organization (WHO) is monitoring outbreaks from different parts of the world; it provides sufficient information to make some tentative conclusions about how the influenza pandemic might evolve in the coming months.

WHO is advising countries in the northern hemisphere to prepare for a second wave of pandemic spread. Experience has shown, localized "hot spots" of increasing transmission can continue to occur even when the pandemic has peaked at the national level.

Evidence from multiple outbreak sites demonstrates that the H1N1 pandemic virus has rapidly established itself and is now the dominant influenza strain in most parts of the world. The pandemic will persist in the coming months as the virus continues to move through susceptible populations.

Close monitoring of viruses by a WHO network of laboratories shows that viruses from all outbreaks remain virtually identical. Studies have detected no signs that the virus has mutated to a more virulent or lethal form.

Likewise, the clinical picture of pandemic influenza is largely consistent across all countries. The overwhelming majority of patients continue to experience mild illness. Although the virus can cause very severe and fatal illness, also in young and healthy people, the number of such cases remains small.

While these trends are encouraging, large numbers of people in all countries remain susceptible to infection. Even if the current pattern of usually mild illness continues, the impact of the pandemic during the second wave could worsen as larger numbers of people become infected.

Larger numbers of severely ill patients requiring intensive care are likely to be the most urgent burden on health services, creating pressures that could overwhelm intensive care units and possibly disrupt the provision of care for other diseases.

## **THE PLAN OF THE PROVINCE OF ALBERTA**

The Province of Alberta has developed a response plan to a possible pandemic emergency. In 1999, the Government of Alberta began work to prepare the health system and the province for an influenza pandemic. The work was led by Alberta Health and Wellness and involved a range of partners, including other provincial ministries, regional health authorities, municipalities, emergency response agencies, utility and transportation companies, and professional organizations. The Province of Alberta's response plan will be used in coordination with the Canadian Pandemic Influenza Contingency Plan, prepared by a partnership of federal, provincial, and territorial governments.



The goal of Alberta's plan is to reduce the number of influenza cases and deaths and to minimize disruptions to daily life by providing access to appropriate prevention, care, and treatment. The plan outlines roles, responsibilities and key activities before, during, and after an influenza pandemic. It is a work in progress, and will be updated and added to as situations change.

### *Who is responsible for what in a pandemic?*

An influenza pandemic is an international health event. International, federal, provincial, and local agencies will work together to respond.

#### *International:*

The WHO watches for the emergence of new strains of influenza throughout the world. If an influenza pandemic strain emerges, it will notify federal health authorities and provide information to governments, the media, and the public on immunization and anti-viral medication use.

#### *Federal:*

Health Canada will provide nationwide coordination for the influenza response. They will monitor the spread of the disease in Canada, provide links with the WHO and other nations, and obtain and distribute vaccines.

A National Pandemic Influenza Committee with representation from provincial, territorial, and the federal governments will coordinate a national influenza response.

*Provincial:*

Alberta Health Services will lead the health sector response. During an influenza pandemic, the department will establish a Pandemic Response Centre. It will support The Regional Health Zones, coordinate vaccine delivery across the province, provide information, collect data on the spread of the disease in Alberta and help resolve any health care issues that may arise. Alberta Municipal Affairs will lead the response regarding the non-health consequences of a pandemic, primarily through Emergency Management Alberta (EMA). EMA will communicate with municipalities, monitor the effect of the pandemic on essential services, coordinate volunteer activities and federal assistance programs, and monitor the need for support among families of victims.

Each provincial government department will have contingency plans for the delivery of provincial services and will assist Alberta Health Services, Emergency Management Alberta, The Regional Health Zone, and municipalities to respond to a pandemic.

All provincial ministries and municipal governments will have contingency plans for an influenza pandemic, which will include plans to keep essential services operating and identification of back-ups for key personnel.

*Local:*

The Regional Health Zone will provide services to meet priority health needs. In addition, they will provide information on the number of cases, hospitalizations, deaths from influenza, deliver vaccines and anti-viral drugs, and establish and maintain communications in their regions.



Municipal governments will set priorities for maintaining public safety and other essential public services (fire, police, waste management, water, and utilities), support Regional Health Zones in providing information to the public, and, where necessary, close public buildings and establish alternative care sites for the delivery of health care and immunization to the public.

Alberta's pandemic plan (the "*Plan*") includes:

1. Working with health officials worldwide to look for evidence of disease;
2. Rapid distribution of a vaccine when it becomes available;
3. Ensuring the health care system can manage the surge of patients during the pandemic; and
4. Readying emergency planning services.

The *Plan* is divided into three phases:

1. Pre-Pandemic Phase: a new type of influenza virus has not been detected anywhere or a new strain has been found only in a small number of people, most likely outside of Canada.
2. Pandemic Phase: the WHO declares that an influenza pandemic is underway and the new flu is detected in Canada. There will be localized outbreaks of the flu to start, followed by broader outbreaks that will occur in waves.
3. Post-Pandemic Phase: the number of cases and deaths from the flu returns to normal levels and the pandemic is declared to be over.

Action will be taken in the following key areas:

1. Surveillance;
2. Immunization;
3. Health services;
4. Emergency preparedness; and
5. Communications.



Alberta intends to conduct and analyze a “table top” or demonstration exercise in responding to a pandemic, to help ensure that provincial ministries, regional health authorities, and municipalities have both plans and written procedures that are suitable for a pandemic influenza situation.

## **RISK MANAGEMENT**

In risk management, foresight is critical; the focus of pandemic planning is on prevention. In the event of influenza pandemic, it is possible employee absenteeism could be in the 30% to 40% range, with at least 20% absenteeism likely. For example, employees may be absent due to their own illness, family illness, or employees may not report to work due to the fear of becoming ill. This level of absenteeism could result in school closures. Suppliers and other services upon which School Authorities rely such as garbage removal or food distributors may not be available. This shortage of supplies and services may last a few weeks with several waves of more extreme shortages.

Northern Gateway School Division will identify and assess exposures to injury and identify critical operations to be maintained during an influenza pandemic, and those operations that Northern Gateway may have to suspend. Plans will be

made to ensure the highest priority tasks can be completed with the resources, physical and human, reasonably available to Northern Gateway.

## PANDEMIC PLANNING

The World Health Organization has established six distinct phases to facilitate Pandemic preparedness planning.

Phase	Description
1	No virus circulating among animals have been reported to cause infections in humans
2	An animal influenza circulating among domesticated or wild animals is known to have caused infection in humans.
3	Sporadic cases of small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community level outbreaks.
4	Verified Human to Human Transmission
5	Widespread Human Infection into at least two Countries, in one WHO Region. Phase 5 is a strong indication that a Pandemic is imminent.
6	Widespread Human Infection, Community level outbreaks in at least one other Country, in a different WHO Region

The designation of phases will be included in various locations throughout this plan to assist in determining appropriate responses throughout the cycle of a pandemic event.

A pandemic event will affect the entire world. Assessment of such a global event will likely be determined by the World Health Organization (WHO). Likewise assessments in the provincial and regional jurisdictions will occur as a pandemic event occurs. Many terms used in this plan will be similar or identical to language used by WHO, the provincial government and/or the regional health authorities. The assessment of the phase of the pandemic, as it relates to this plan, is assumed as a local assessment. This assessment may be determined having taken advice from other authorities; however a local determination will be made by the Superintendent of Schools.

This plan only considers the effect of a Pandemic Influenza on operations of Northern Gateway School Division #10, and outlines the manner in which those services deemed critical and vital will continue to be delivered throughout a

pandemic event. All services offered by Northern Gateway are considered and rated as critical, vital, necessary and desired. Once critical and vital services are established, necessary services will be established and then desired services as resources become available. These will be exercised in the context of the pandemic phases as identified earlier.

**Critical** are services that must be provided immediately without which, loss of life or injury, infrastructure destruction and loss of confidence in government may occur. These services normally require resumption within 24 hours, but for the purposes of pandemic planning they are the core services of Northern Gateway.

**Vital** are services that must be provided within 72 hours without which would likely result in loss of life or injury, infrastructure destruction, loss of confidence in government and disproportionate recovery costs. For the purposes of pandemic planning, these are vital and necessary services that would normally need to be performed or completed within a two to four week business cycle to avoid significant damage or loss. These are services that may be performed on a rotating schedule.

**Necessary** are services that must be resumed within two weeks or could result in considerable loss, further destruction, or disproportionate recovery costs. For purposes of pandemic planning these are services that staff will be allocated to either last or on a need to do priority.

**Desired** are services that could be delayed for two weeks or longer, but are required in order to return to normal operating conditions, or alleviate further disruption. For pandemic planning purposes, these are services that will be deemed as non-essential until such time as either staff levels are back to normal and/or priority necessitates.

Factors that may be considered in prioritizing services may include, but are not limited to:

- Immediate external obligations.
- Immediate internal obligations.
- Dependencies on other departments, service providers or agencies.
- Other agencies dependent on your services.
- Contractual obligations and liabilities.
- Regulatory requirements.
- First response obligations.
- Access to essential information.
- Minimum manpower required to provide services.

During a pandemic or other serious interruption of Northern Gateway's business, Senior Management may become ill and unable to make decisions or may lose their life. This plan will also be the basis that outlines the criteria, including scope of responsibility for available senior staff to activate and implement the plan.

## PLAN ACTIVATION

Once the first confirmed case of pandemic influenza is found in Canada and it is progressing toward Alberta Phase 5, the Division will take steps to ensure that Northern Gateway's Pandemic Plan is on standby and activated when appropriate. Significant consideration must be committed to the decision to activate the plan. The risks inherent with the delay of implementing the plan must be considered and conversely the premature activation of the plan. Northern Gateway will regularly update and inform key stakeholders of ongoing preparations during the pre-planning and activation stages.

The Superintendent or designate shall have the authority to activate the Pandemic Plan (Phase 4 located within Northern Gateway School Division), and shall have the authority to suspend the delivery of services as required based on the resources available to deliver those services and to redeploy staff as necessary. Those services defined as desired will be the first to be suspended, followed by those defined as necessary. If the public need for any of the services identified as critical or vital were to decrease, their continued operation will be reviewed and may be suspended, and any staff made available by the suspension redeployed to another service.

Once the plan has been activated, communications with staff (both at work and at home) must strive to address or assist with a wide range of concerns, from questions regarding service delivery to assistance in providing information on health care and shelter-in-place suggestions.

## SAMPLE GUIDELINES

The following guidelines will be used to evaluate the specific circumstances in a school if the student to staff ratio increases, however the delivery method of curriculum changes. Having said that, if students are in school, and, if a teacher is available for a group of students, then an appropriate form of educational program shall be delivered.

### Guideline for safe staff/student ratios per classroom (for Phase 6)

	<b>Staff/Students Ratio</b>	<b>Curriculum Staff/Students Ratio</b>
<b>K-4</b>	30-40	Homework will not be sent home
<b>5-8</b>	35-45	Homework will not be sent home
<b>9-12</b>	40-50	ADLC modules may be available <i>for purchase by students</i> <b>OR</b> <a href="http://www.Tools4Teachers.ca">www.Tools4Teachers.ca</a> for other distance learning materials.
<b>K-12</b>	40-50	

Due to the nature of a Pandemic outbreak, teachers will advance curriculum programs where possible. Northern Gateway will consider providing tutorials for senior high students. Programming will be adapted to assist returning students that have been absent. Alternate delivery methods and materials may be used.

## **SUCCESSION PLAN**

It is possible in the event of a pandemic, that senior management may not be capable of functioning in their normal positions.

If a person is not available the person in the position listed immediately below that person on the chart will assume that position.

Superintendent
Deputy Superintendent
Assistant Superintendent
Directors or Northern Gateway Principals

In the event the Superintendent is not available, the Designate or his/her replacement will assume the responsibilities of the Superintendent. In the event that both the Superintendent and Deputy Superintendent are not available to assume their leadership responsibilities the Assistant and Associate Superintendents, as a team shall determine the specific individuals listed in the Directors or Northern Gateway Principals group that would be assigned the leadership responsibility in the event that all the Superintendents were to become ill, or unavailable, at the same time.

It is also recognized that staff in one school or department may be affected by the pandemic to a greater extent than others. In this event, existing staff may be asked to assist in areas of responsibility that are different from their regular staff assignment. The school principal shall identify an acting principal candidate for the consideration of the Superintendents' consideration.

## **MINIMIZING ILLNESS AMOUNG STAFF**

Primary strategies which will be used in order to minimize illness among staff include:

- Restrict workplace entry of people with influenza symptoms.
- Promote good personal hygiene practices and workplace cleaning practices.
- Enforce social distancing (3 meter workspace rule, no shaking hands, limit number of meetings).
- Enable work from home strategies.
- Assist staff who become ill at work as described below.
- Provide flexible worksites and work hours to minimize face to face contact.



Northern Gateway School Division will ensure that sufficient supplies of hand cleansers and single use tissues are available in the work places and that used tissues are disposed of immediately. Northern Gateway School Division will also strive to provide a “clean” environment, however it is recognized that a clean environment is not necessarily a “sterilized” environment. Disinfectants will be provided in areas of schools and workplaces deemed to be “high traffic” areas. These will include waterless hand cleanser and spray bottles and wipes which contain disinfectant.

If staff choose to use a mask such mask would be provided by the staff member, unless it is required as a tool for the isolation room. Masks must be disposed of as soon as it becomes moist or after any cough or sneeze, in an appropriate waste receptacle and hands must be thoroughly washed and dried after the mask has been discarded. Employees demonstrating respiratory infection at work shall be instructed to leave work and immediately contact a health professional for advice and direction. Infected employees shall not return to work until no longer infectious (as defined by the Regional Health Zone). Current research indicates that improper use of a mask may result in increased risk of contracting a virus to the mask wearer.

### **MINIMIZING ILLNESS AMONG STUDENTS AND STAFF**

While schools within Northern Gateway School Division expect to continue to operate during a pandemic event, Northern Gateway will also take steps to minimize the spread of infection. The primary strategy for achieving this is to send staff and students home if they are suspected of being infected. While this action is straight forward with staff (as they can be directed to return home), more preparation is required to accommodate students. To that end when a student is identified as being in respiratory distress, the student shall be isolated from the unaffected student and staff population, to be held there until the student’s parent or guardian can arrange to take them home. Each school shall identify, in advance of a pandemic event (during Phase 1), an isolation room that will provide for the care of infected students until they are picked up. The isolation room shall be established in consultation with the Director of Facilities.

Isolation rooms shall be established using the following guidelines:

**Characteristics:**

- Large enough for size of school (to accommodate up to 10% of student population)
- Water and/or washroom should be easily accessible
- Room surfaces should be easily cleanable (not carpet)
- Should be isolated from other parts of school wherever possible
- Near an exit
- Room shall have communication capability with school office

**Cleaning of Isolation Room:**

- Custodian to wear protective clothing
- Custodial staff to receive training for standard of cleaning
- Cleaning equipment used in isolation room to be cleaned after each day
- Cleaning equipment used in isolation room to be dedicated to use in that room only during a pandemic
- Cleaning of isolation room to be completed in isolation of the remainder of the school

**Pandemic Kit Supplies:**

Protective clothing for workers to include:

- Gowns
- Gloves
- Masks (single use surgical mask)
- Eye protection
- Waterless hand wash
- Cleansing supplies
- Spray disinfectant
- Wipes
- “Mess” kits (to clean up vomit)
- Soda Crackers
- Bottled water
- Mattresses and bedding

**Room Attendant:**

- Must wear protective clothing
- Shall be trained in the appropriate use of and care of protective clothing and equipment
- Care for students that are located in room
- Is assigned to the room for extended period of time during school operations
- Assists in cleaning messes
- Transfers infected students to parents

- Should be in good physical health
- Should have influenza vaccination
- Be trained in cleaning standards
- Several candidates should be considered for each school

## **SUPPORT TO EMPLOYEES AND EMPLOYEES FAMILIES**

Northern Gateway School Division plans and prepares to allow staff to provide for their own, and their family's wellness and safety.

To assist maintaining employees at work and to ensure that employees who are sick do not return to work and infect other employees, Northern Gateway School Division may institute modified employee benefit policies during a pandemic.

Human Resources will continue regular operations during a crisis and will not lay off employees.

### **Sick Leave Accommodations**

#### **Teachers**

- All Teachers will be entitled to sick days as outlined in the Collective Agreement.  
If caring for others, they may be deemed to be ill (not part of Collective Agreement and non binding outside of a pandemic event).
- If possible a doctor's note will be required.

#### **Support Staff**

- All Support Staff will be entitled to their accumulated amount of sick days.  
If caring for others (may be deemed to be ill).
- If possible a doctor's note will be required.
- Support Staff will be provided information on Sick Benefits through Employment Insurance.

### **Compassionate/Bereavement Leave**

- As per Northern Gateway School Division collective agreement, policy and procedure.

An "**Employee Assistance Plan**" is available to assist all employees and their families.

### **Fitness for Duty Guidelines**

A fitness for duty policy may be developed to provide guidelines on how long employees who have demonstrated they are suffering the effects of influenza should stay away from work. This period of time will be established once the effects of the influenza are known. The policy shall also facilitate employees returning to work once they are well.

### **Travel restrictions**

To contain the spread of influenza and to protect those staff and students who are well, travel restrictions shall be instituted. When Pandemic Phase 4 is reached in a local area, Staff shall be restricted from traveling to meetings outside their place of work. Likewise, during Phase 4 or higher, student travel for any reason shall be discontinued. Schools and staff may choose to limit travel during earlier phases to reflect current conditions or concerns.

### **RECOVERY PROCESS**

Previous pandemics indicate that there will be a second and third wave of the pandemic. The subsequent wave may be of a lesser severity and may have reduced effect because a vaccine may be available. Therefore Northern Gateway School Division will have to regroup quickly to determine its status in terms of staffing, availability of supplies or services from external suppliers and what role the municipality needs to play in the recovery of its residents and the public and non-profit sectors.

As part of the recovery process, Northern Gateway School Division will develop plans for the replacement of employees unable to return to work and prioritizing hiring efforts. This will largely be driven by the reintroduction of the desired and necessary services.

Northern Gateway School Division shall evaluate the plan following the first wave and make any adjustments that are deemed necessary, based on experience or on advice from health professionals.

### **TESTING AND MAINTAINING THE BUSINESS CONTINUITY PLAN**

Plan testing is essential to this BCP. The plan shall be tested, via a table top exercise, annually to determine if environmental changes, or plan and policy changes effect this plan. Time will also erode staff memory of the plan and critical parts may be forgotten. Other benefits of regular testing include:

- Ensuring adequacy of this plan
- Determining additional training that may be required, particularly as a result of staff changes
- Demonstrating that Northern Gateway School Division has the ability to provide services during an emergency.

A record of the date and time of the test of this plan shall be maintained.

## IDENTIFICATION OF ESSENTIAL SERVICES

### Department – Corporate Services

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
<b>FOIP</b> <i>Phase 1 - 6</i>	Follow duties as described in the <i>FOIP Act</i> in the event of an application under that Act.				X		
<b>Payroll</b> <i>Phase 2 - 6</i>	Process employee payrolls and issue payment. Ensure employee group plan coverage is maintained and employees are receiving benefits due.	DO or home by 2 staff.	X				
<i>Phase 2 - 6</i>	Issue T4's.				X		
<b>Finance</b> <i>Phase 2 - 6</i>	Process payments for supplier invoices.		X				
<i>Phase 2 - 6</i>	Complete and submit GST returns.				X		
<i>Phase 1 - 6</i>	Ensure sufficient funds are available to meet obligations.		X				
<b>Communications</b>	Routine communications					X	
<i>Phase 1 - 6</i>	Communications necessary as a result of the pandemic.	Working from home		X			
<i>Phase 1 - 6</i>	Update the website with information as directed.		X				
<b>Technology</b> <i>Phase 1 - 6</i>	Maintain and ensure the operation of the internal computer network.		X				
<i>Phase 2 - 6</i>	Facilitate the ability of staff to work from home if necessary and approved.				X		
<b>Human Resources</b> <i>Phase 1 - 6</i>	To help coordinate services required from HR	Northern Gateway Office		X			
<b>Facilities and Maintenance</b>	Ensure delivery of service to schools		X				
<i>Pre Pandemic</i>	Train DO staff on disinfecting and proper cleaning of their space.				X		
<b>Transportation</b>				X			
<b>Family School Wellness</b>						X	
<b>Student Services</b>					X		
<b>Curriculum &amp; Instruction</b>					X		
<b>Superintendency</b>				X			
<b>Caretaking</b> <i>Phase 1 - 6</i>	To maintain essential cleanliness	By custodian or other DO staff	X				
<b>Reception</b>				X			

Department: School Administration

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
<b>Instructional Leadership</b>	* Programs of Study	* Ensure access to current Programs of Study for every teacher in every subject is being administered to K-12 students through routine inspection and observation of teachers by principal or designate.				X	* ADLC * Telus2Learn
		* Implement programs which will enable students to meet the provincial graduation requirements.				X	
		* Deliver programming to children who are eligible for Alberta Education funding for Early Childhood Special Education (ECS) and PUF.				X	
		* Support the education of First Nations, Metis and Inuit learners with appropriate instruction by teachers.				X	
	* AISI	* Provide opportunities for teachers to coordinate and implement AISI initiatives in collaboration with school				X	

		administration and Northern Gateway School Division Curriculum and Instruction Coordinator.					
	* Special Education	* Provide Special Education Programs based on Individualized Programs Plans (IPP) to students with special education needs, including those who are gifted and talented by teachers, specialists or outside agencies.				X	
	* Staff Professional Development	* Make necessary resources available or provide access to promote staff development.				X	
<b>Evaluation of Students and Programs</b>	* Evaluation of P.A.T. and D.I.P. results	* Collaborate with teachers to evaluate students and programs to identify areas of strength and those needing improvement.				X	
	* Reporting of Student Achievement/GL A	* Communicate student progress to parents regarding achievement and grade level of achievement by teachers.				X	
<b>Standards of Education</b>	* Provincial achievement tests, diploma exams	* Teachers and Administration will distribute, test and collect Provincial Achievement Tests and Diploma exams for grades 3, 6, 9 and 12.				X	* Alberta Ed will make decisions regarding PAT.'s and DIP's during pandemic
<b>Management of the School</b>	School Plans including:	* Identify key goals, strategies,					

	<ul style="list-style-type: none"> <li>* Three Year Plan</li> <li>* Technology Plan</li> <li>* Safety Plan</li> <li>* Communication Plan</li> <li>* Library Plan</li> <li>* AERR report</li> <li>* Budget</li> </ul>	performance measures, results and time lines for school based plans.				X X X X X X		
	<ul style="list-style-type: none"> <li>Implementation of School Plans including:</li> <li>* Three Year Plan</li> <li>* Technology Plan (as it relates to Pandemic activities)</li> <li>* Safety Plan (as it relates to Pandemic activities)</li> <li>* Communication Plan (as it relates to Pandemic activities)</li> <li>* Library Plan</li> <li>* AERR report</li> <li>* Budget</li> </ul>	<ul style="list-style-type: none"> <li>* Implement plans and monitor their effectiveness. Modify plans as necessary.</li> </ul>	X	X		X	X X X	* as related to pandemic
	* Program Organization and Delivery	* Provide access to minimum hours of instruction for students.				X		
		* Configure teaching assignments, room allocation, student timetables and support staff responsibilities.	X					*as related to pandemic
<b>Technology</b>	* ICT outcomes	* Supervise and evaluate the incorporation of ICT outcomes by teachers as directed by Alberta				X		

		Education				
		* Maintain and ensure the operation of the internal computer network by LAN Tech and Northern Gateway designates.	X			*as related to pandemic
		* Foster and promote the integration of technology by teachers in all subject areas.			X	
	* School web-site	* Ensure web-site is functional and periodically updated to adequately reflect information related to the school.	X			
<b>Safe and Caring Environment</b>	* Supervision of students	* Provide students with a safe and caring environment that fosters and maintains respectful and responsible behaviours.	X			
	* Safety of Staff	* Provide staff with proper education and safety procedures to ensure a safe and healthy workplace with adherence to Occupational Health and Safety Standards.	X			
	* Routine inspections of safety equipment, facility, grounds	* Provide training to safety team within school in coordination with Northern Gateway School Division Safety Manager to carry out annual inspections.			X	
	* Communicate,	* Practice and	X			Practice

	implement and update Safety Plan	review safety procedures including fire drills, lockdowns and severe weather.					safety procedures as they pertain to Pandemic Plan
<b>Communication</b>	* Communication with staff	* meet with staff to educate and inform of necessary information.	X				
	* Communication between school and home	* Update school community with necessary information in all aspects to maintain quality education and a safe and caring environment.	X				
	* Communication with School Councils	* Communicate to get feedback with School Councils.	X				
	* Communication with School Northern Gateway Central Office staff	* Establish ongoing communication with the Superintendent and other Northern Gateway Office personnel regarding all information required to successfully carry out quality education and a safe and caring environment within the school.	X				
<b>Teacher/Staff Supervision and Evaluation</b>	* Evaluate the teachers and support staff employed in the school	* Provide feedback to teachers using the Teacher Effectiveness Framework to promote quality education.				X	
	* Teacher Quality Standards	* Ensure all teachers are meeting the Teacher Quality Standards and implement Supervision Cycle				X	

		for those teachers not meeting these standards.					
<b>Adherence to Collective Agreement</b>	Carry out those duties that are assigned to the principal/designate by the Board in accordance with the regulations and the requirements of the school council and the Board.		X				*as per Pandemic Plan

**Department: Transportation**

<b>Service</b>	<b>Function</b>	<b>How is Service Provided</b>	<b>Critical</b>	<b>Vital</b>	<b>Necessary</b>	<b>Desired</b>	<b>Notes</b>
<b>Transportation</b>	Pandemic Phase 3 Bussing	Drivers continue to drive their daily routes Regular office administration services	X				Department is involved in pandemic awareness planning and preparation
	Pandemic Phase 4 Bussing	With evidence of increased transmission drivers continue to drive their daily routes Coordinators update the office on driver absence and any significant change in student ridership daily Regular office administration services	X				In-service on hygienic practices; appropriate disinfectants/gloves stockpiled; combining of routes prepared
	Pandemic Phase 5 Bussing	With evidence of significant human to human transmission gate service is		X	X		Transportation is provided by combining of bus routes and

		<p>suspended</p> <p>Coordinators report for each route student rider ship and the status of the driver</p> <p>Office administration priority to verify daily rider ship for the following day to update driver directions for route combinations</p>					<p>contingency for central pick up points are planned for as driver availability declines; hygienic practices required daily; department updated daily on driver availability; field trips and non-mandated shuttle service is cancelled; right of refusal of transportation services for children identified as ill.</p>
	Pandemic Phase 6 Bussing	Last resort - Parent provided transportation				X	<p>Notifying parents of suspension of transportation service through announcements on local radio and school communication on the status of the pandemic</p>

**Department: Facilities**

Function	How is Service Provided	Critical	Vital	Necess	Desired	Notes
<b>Cleaning</b>						
<b>General Cleaning</b>	By Custodial Staff			X		Classroom, halls and general cleaning. Floors, wall spotting, glass.
<b>Garbage</b>	By Custodial Staff	X				Garbage to be removed daily.
<b>Washrooms</b>	By Custodial Staff	X				Necessary to be cleaned daily for sanitary reasons and disease control.
<b>Food prep-areas</b>	By Contractors and/or staff	X				Maintain health standards.

<b>Isolation Room</b>	By Custodians	X			Primary area for disease control. Protocols will be followed...
<b>Recycling</b>	By Students			X	Dry recycle can be retained for some time pending space needs and fire issues.
<b>Recycling</b>	By Students		X		Juice/milk containers to be removed from the school every couple of days
<b>Heat</b> - ½ day shut down, cold weather	By Maintenance Staff	X			One half day shutdown will not create critical problems with the building freezing. Temperatures may drop to levels requiring occupants to wear coats. Closing the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
<b>Heat</b> -one day shut down, cold weather	By Maintenance Staff	X			A full day shutdown of heat requires the maintenance department to start to winterize the building. Likely the school will not open for school in the morning. Closing the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
<b>Heat</b> -warmer winter weather	By Maintenance Staff		X		Specific action depends upon the actual outdoor temperature. Mitigation can be to shut the ventilation systems down. Consult with Maintenance Department.
<b>Heat</b> -spring/fall	By Maintenance Staff		X		Heat is not as critical. May go 1 day or more without heat. Mitigation strategies may be shutting the ventilation system off. Services by Maintenance Trades
<b>Air Conditioning</b>	Maintenance and Contractors			X	Most often tied into the heating system (heat pumps).
<b>Ventilation</b>	By Maintenance Staff		X		Longer shut downs affect air quality, but in cold weather also retain interior temperature levels. Short term shut downs have minimal impact on school.

<b>Fresh Air</b>	By Maintenance Staff		X		Consider 100% fresh air for systems capable of handling this. Very cold outdoor temperatures would create problems.
<b>Exhaust</b> - washrooms	By Maintenance Staff			X	Exhaust systems provide odor and dilution control. Not critical but should be repaired in a few days.
<b>Exhaust</b> - cafeteria	By Maintenance Staff	X	X		Exhaust systems provide odor and dilution control. Not critical but should be repaired in a few days. Consult with Maintenance Department.
<b>Power</b> - outage under 2 hours.	Provided by the Utility		X		Not critical from the safety of the building. May disrupt the education operations of the school.
<b>Power</b> - outage over 4 hours Mechanical Systems	Provided by the Utility	X			Power loss of over 4 hours would require closing of the school as determined by the principal in consultation with the Superintendent. Consult with Maintenance Department.
<b>Power</b> - outage in winter, short term	Provided by the Utility	X			Cold weather power failure for short periods of time will decrease temperature levels, but not affect the building. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
<b>Power</b> - loss of power 1 day or more	Provided by the Utility	X			Will require the closing of the school. Preparation for freezing may be required. Consult with Maintenance Department.
<b>Water</b> - loss of water service for up to 4 hours	By Municipality or by Maintenance for Wells	X			Sanitary sewer issues need consideration. Drinking water will be delivered using bottled water. Closure of the school will be determined by the school principal in conjunction with the Superintendent. Consult with Maintenance Department.
<b>Water</b>	By Municipality		X		School will be closed.

- loss of water service for more than 4 hours	or by Maintenance for Wells				Consult with Maintenance Department
<b>Water</b> - loss of potable water service beyond 4 hours			X		The municipality maintains service to the meter. If water is contaminated (i.e. boil water orders), Maintenance will arrange for bottled water for drinking. Water can be used for toilets School closure is not contemplated.
<b>Sanitary Sewer</b> - due to loss of water	By Municipality	X			Loss of water restricts ability to use sanitary sewer. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department
<b>Sanitary Sewer</b> - due to total sewer line blockage	Inside schools – by Maintenance	X			If total blockage occurs in a school, it becomes critical within in a few hours. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
<b>Sanitary Sewer</b> - due to partial sewer line blockage	Inside Schools – by Maintenance		X		If only portions of the school are affected plans must be implemented by staff to use the remaining toilets. Closure may not necessary in these situations. Consult with maintenance department
<b>Septic Fields/ Lift Stations</b> - system failure for more than 2 hours	By Maintenance Staff	X			If main system fails it becomes critical in two hours and requires school closure. School closure will be determined by the principal in conjunction with the Superintendent.
<b>Building Maintenance</b>					
- snow	Contractors		X		

cleaning parking lots	and Maintenance Staff					
- snow cleaning sidewalks	Custodian Staff	X				
Ongoing maintenance	A variety of systems requiring Maintenance		X			Telephones, intercoms, security systems, doors and hardware and a range of other items need maintenance. The priority will be determined by the other critical items and the ability to provide resources to these items.
<b>Deliveries</b>						
Mail	Provided by Northern Gateway Staff			X		For the short term, not critical, for ongoing operations it becomes critical.
Supplies	Provided by Northern Gateway Staff			X		Generally not critical as schools carry their own inventory however for sustained periods it will become critical
Supplies	Provided by Northern Gateway Staff	X				Supplies necessary for Pandemic response will be stocked centrally.

## Fitness for Duty Guidelines in Event of Pandemic

Northern Gateway School Division is committed to providing a safe work environment in the event of a pandemic, and to protect the health and safety of students and staff. This policy and application applies specifically to a pandemic event.

### **Purpose:**

This policy provides a procedure for identifying and intervening when staff could pose a threat to the safety of others and property as a result of having contracted a flu virus related to the pandemic.

### **Definitions:**

“Fit for Duty”: means able to perform the duties of the job, without creating a risk for other students or staff of contracting the flu virus.

“Health Service Provider” is a doctor of medicine or other health care practitioner who is qualified to provide a medical opinion on the state of health of a staff member as it relates to the flu virus as expected in a pandemic event.

“Supervisor” is the person to whom a staff member reports.

**Employee Responsibilities:**

1. Reporting to work fit for duty
2. Notifying the supervisor when not fit for duty
3. Notifying the supervisor when observing a co-worker who may not be fit for duty (in cases where the possibly impaired individual is the employee's supervisor, the employee should make the notification to the next higher level manager or Human Relations staff).
4. Cooperating with a supervisor's directive and/or referral for a medical evaluation

**Supervisor Responsibilities:**

1. Observing the attendance, performance and behavior of staff they supervise.
2. Interviewing an employee who appears to the supervisor unfit for duty and referring an employee for a medical evaluation when appropriate.
3. Recording the reasons/observations that triggered a fitness for duty medical evaluation referral.
4. Utilizing this policy in a fair and consistent manner, respecting the employee's privacy and the confidentiality of medical information.

**Procedures:**

1. The supervisor who receives reliable information that an employee may be unfit for duty, or through personal observation believes an employee to be unfit for duty, will validate and document the information or observations as soon as is practical. Actions that may trigger the need to evaluate an employee's fitness for duty with respect to this policy are limited to observation of flu conditions consistent with a pandemic event.
2. The supervisor will present the information or observations to the employee at the earliest possible time in order to validate them, and will allow the employee to respond to the concern. The supervisor will then determine whether the employee should leave the workplace immediately for safety reasons.
3. The supervisor may direct the employee to a health service provider to assess the condition of the employee. An employee may not be allowed to return to work until such an assessment has been provided or until the supervisor has been satisfied that the employee is fit to return to work.
4. The employer shall be responsible for the cost of any medical evaluations completed by a health service provider, if required by the employer.
5. Prior to returning to work after recovery from a flu virus consistent with a pandemic event, the supervisor shall consider advice received from the local health authorities on the length of time considered appropriate to recover from the flu virus, and the length of time the virus remains infectious.

## HELPFUL WEBSITES

### Health Departments:

World Health Organization:

[www.who.int/csr/disease/avian\\_influenza/en/index.html](http://www.who.int/csr/disease/avian_influenza/en/index.html)

Public Health Agency of Canada Influenza Watch:

<http://www.phac-aspc.gc.ca/fluwatch/index.html>

Alberta Health and Wellness:

[www.health.gov.ab.ca/influenza/pandemic.html](http://www.health.gov.ab.ca/influenza/pandemic.html)

Health Canada:

[http://www.hc-sc.gc.ca/iyh-vsv/diseases-maladies/pandem\\_e.html](http://www.hc-sc.gc.ca/iyh-vsv/diseases-maladies/pandem_e.html)



## ADDITIONAL RESOURCES

The Capital Health Authority posted a Pandemic Preparedness Guide for schools at: [www.capitalhealth.ca/Especiallyfor/PandemicInfluenza/default.htm](http://www.capitalhealth.ca/Especiallyfor/PandemicInfluenza/default.htm)

“Alberta’s Plan for Influenza pandemic”:  
<http://www.health.gov.ab.ca/Influenza/PandemicPlan.html>

“Alberta Government, Municipal Excellence Network, Pandemic Planning and Preparedness”:  
<http://www.menet.ab.ca/541.asp>

“It’s in your hands”:  
[http://www.health.gov.ab.ca/influenza/Self\\_Care.html](http://www.health.gov.ab.ca/influenza/Self_Care.html)

### **Booklet**

Influenza Self-Care: It's in your hands

### **Fact Sheets**

Hand washing to prevent Influenza

How to take a temperature - children and adults

Over-the-counter (non-prescription) medications for Influenza

Influenza antiviral medications

Dealing with stress or feelings of fear because of Influenza

Influenza pandemic

For more information:

### **Health Link Alberta**

Edmonton, call 408-LINK (5465)

Calgary, call 943-LINK (5465)

Outside Edmonton and Calgary local calling areas, call toll-free 1-866-408-LINK (5465)