

**October 2009**

# **Pandemic Response Plan**



**Diocese of Nova Scotia & Prince Edward Island  
Anglican Church of Canada**

# Table of Contents

	<u>Page</u>
<b><u>Basic Strategy and Plan</u></b> .....	4
<b><u>Parish Checklist – Diocese of NS and PEI</u></b> .....	6
<b>Checklist for Parishes</b> .....	6
Step One:	
Prepare and Discuss the Basic Elements and Needs .....	6
Step Two:	
Plan Your Parish’s Response .....	6
Step Three:	
Implement More Detailed Plans .....	7
<b><u>Particular Policies and Procedures – General Pandemic and Emergency Plan: Action Framework and Direction for the Diocese of NS and PEI</u></b> .....	9
<b>General Policies and Procedures</b> .....	11
Purpose .....	11
Policies - Introduction .....	11
<b>Policies and Resources of the Diocese of Toronto to Apply and be Applied</b> .....	11
<b>Diocesan Leadership Succession Plan and Related Elements</b> .....	11
Leadership Succession Plan .....	11
Pastoral Care .....	12
Finance and Business Continuity .....	12
The Pandemic Coordinator .....	13
Regional Deans - Communications and Administration .....	14
Education Tools and Materials .....	14
Worship, Parish and Community Preparedness .....	14
Communication, Education and Development .....	15
<b>Ongoing Proactive Communication Plan for the Diocese</b> .....	15
Purpose .....	15
Authorities .....	15
Preparation .....	15
Main Message .....	15

Confidentiality .....	16
Timing .....	16
Resources .....	16
Training .....	16

<b><u>Appendix A – Perception of Risk</u></b> .....	17
Factors that affect how risks are perceived .....	17
Elements that govern how trustworthy as source is for information .....	17

<b><u>Appendix B – Members of the Pandemic Preparedness Task Group</u></b> .....	18
--	----

## Basic Strategy and Plan

---

As a beginning point, this Diocese is generally in full agreement with the materials developed and posted on the website of the Diocese of Toronto website:

<http://www.toronto.anglican.ca/index.asp?navid=576>

The site is recommended as a current, well considered and well researched site of information and resources for access and utilization by Parishioners, Staff, Clergy and the Public. These materials have been made available generally to us by the kind permission of the Diocesan Bishop of the Diocese of Toronto, and the through the special assistance of their Diocesan Emergency Coordinator, The Reverend Canon Douglas Graydon.

First, we want to note an excellent international resource which will help you the Parish or individual reader understand the nature and meaning of a Pandemic. The World Health Organization site is available to you and is regularly updated. It contains resources which will help you understand the meaning of Pandemic, and the latest news regarding health risks, progression and other relevant defining factors.

<http://www.who.int/csr/disease/influenza/pandemic/en/index.html>

You will note that WHO has a very short definition of Pandemic - it is “. . . a worldwide epidemic of disease.”

**A Parish by Parish, and Region by Region Approach working within a framework of Provincial Health and Emergency Preparedness will best serve to provide an effective response to Pandemics or for that matter any emergency.** Hence, this Diocesan Plan, like others we have considered, does not attempt to provide a fully realized plan, but rather a structure and process in which Parishes and Regions can prepare their own plan. As you will see with the assistance of the Checklist and the other resources we have developed and present to you, the development of such a plan is not insurmountable – there are predictable and routine steps that Parish and Regional Leaders must take which will make them ready to meet this or any emergency.

It is true that the Diocesan structure of the Anglican Church provides for some features of centralized authority. Yet in this case, regarding the planning for a Pandemic or Emergency, all the EMO authorities emphasize that a key factor in effective responses to any Pandemic is local preparedness and planning. In that regard, we ask each Parish to consider the ***Parish Checklist*** which is a key part of the Diocese of Toronto Pandemic

Plan. The conditions of a Pandemic will call for informed local response, and you may be well guided by the Diocese of Toronto Checklist. You can find it at pp. 25, 26, 27 and 28 of the Diocese of Toronto Plan – the following Link will take you to the Diocese of Toronto Plan:

[http://www.toronto.anglican.ca/images/Pandemic\\_Plan\\_4.pdf](http://www.toronto.anglican.ca/images/Pandemic_Plan_4.pdf)

For convenience, we have included a Parish Checklist, as part of this Plan.

Finally, in this overview section, we wanted to advise you of several key Provincial links and authorities:

- This link generally describes the emergency management structure of the province:

<http://emo.gov.ns.ca/content/about-emo>

- This link describes the four EMO zones of the Province; for more specific local contact information consult your local telephone directory:

<http://emo.gov.ns.ca/content/emo-zones>

- This next link will take you to the main site for the NS Provincial Government. This site offers the detailed plan for the province regarding emergency and Pandemic preparedness, as well as current updates regarding emergencies/ pandemic:

<http://www.gov.ns.ca/govt/pandemic/canada.asp>

- The following link provides you with resources regarding the current influenza Pandemic:

<http://www.gov.ns.ca/hpp/cdpc/h1n1-influenza.asp>

- There is also a website that you can visit for regular updates on the number of reported cases of H1N1 Influenza:

<http://www.gov.ns.ca/hpp/publications/NSRespiratoryWatch.pdf>

# **Parish Checklist – Diocese of NS and PEI**

---

## **Checklist for Parishes**

This list is provided as a guide to the Rector, Wardens and key Parish leaders in developing an influenza pandemic preparedness and response plan. In each case, the specific plan adopted by each Parish will be based upon their particular needs. These steps are guidelines to assist Parishes in approaching this topic and should not be construed as hard and fast rules for proceeding. Parishes should feel free to add to, modify and implement the checklist as best suits their needs.

### **Step One: Prepare and Discuss the Basic Elements and Needs**

1. Identify someone within the Parish as a Pandemic Coordinator.
2. Identify the essential functions of the Parish; e.g. liturgy, pastoral care, outreach, etc.
3. Determine the potential impact of a pandemic on the Parish's usual activities and services.
4. Plan for situations likely to require increasing, decreasing or altering the activities of the Parish.
5. If possible, have computer access of working documents available to those holding essential positions in off-site locations.
6. The Parish Pandemic Coordinator, and Clergy to attend any workshops provided by the Diocese on Emergency Preparedness.

### **Step Two: Plan Your Parish's Response**

7. Identify essential positions in relation to the essential functions, including paid and volunteer positions, needed to carry on the work of the Parish during a pandemic.
8. Determine the potential impact of a pandemic on outside resources that the Parish depends upon to facilitate its activities; e.g. liturgical and cleaning supplies, outsourced services especially janitorial services, etc.

9. Be in contact with local public health staff, or consult suitable resources to establish safe practices for sanitizing classrooms, food handling and safety, cleansing of nursery toys and children's toys, etc.
10. Train all Parish staff, Liturgical Ministers, Social Event Coordinators and Volunteers as well as Community Outreach Leaders and Volunteers in basic health procedures, such as proper hand washing techniques, cough etiquette, distribution of Communion elements, etc. Address any Community and Outreach functions.
11. Evaluate the Parish's usual activities and identify those that may facilitate virus spread from person to person. For example, consider the frequent cleaning of the washrooms, Communion rail, door knobs and other high contact surfaces. Set up policies to modify these activities to prevent the spread of pandemic influenza, particularly during high risk periods.

### **Step Three: Implement More Detailed Plans**

12. Develop back-up plans for essential functions.
13. Cross-train people for essential positions so that if a person is ill, others are available to complete tasks.
14. Determine the protocol for activating the Parish's response plan.
15. Outline what the organizational structure would be during an emergency and revise periodically. Identify key contacts with multiple back-ups, roles and responsibilities.
16. Develop and maintain contact listings for those individuals providing essential functions and their back-up, including back-up for clergy, as well as a contact list for the Parish in the event of a high risk period.
17. Encourage use of pre-authorized giving as a means of mitigating the impact of reduced attendance on the Parish's income. Discuss ability to access a line of credit with the bank.
18. Determine which and the quantity of supplies that will be required to promote good hygiene during a pandemic; have these supplies on hand, keeping in mind that the predicted length of the first wave of an influenza pandemic is three months. Establish a regular plan for reviewing these supplies and replacing those which have outlasted their expiry dates.
19. Stock Sunday School and Youth rooms with hand washing or hand sanitizer supplies, waste receptacles, tissues; stock nurseries with washable or disposable baby supplies.

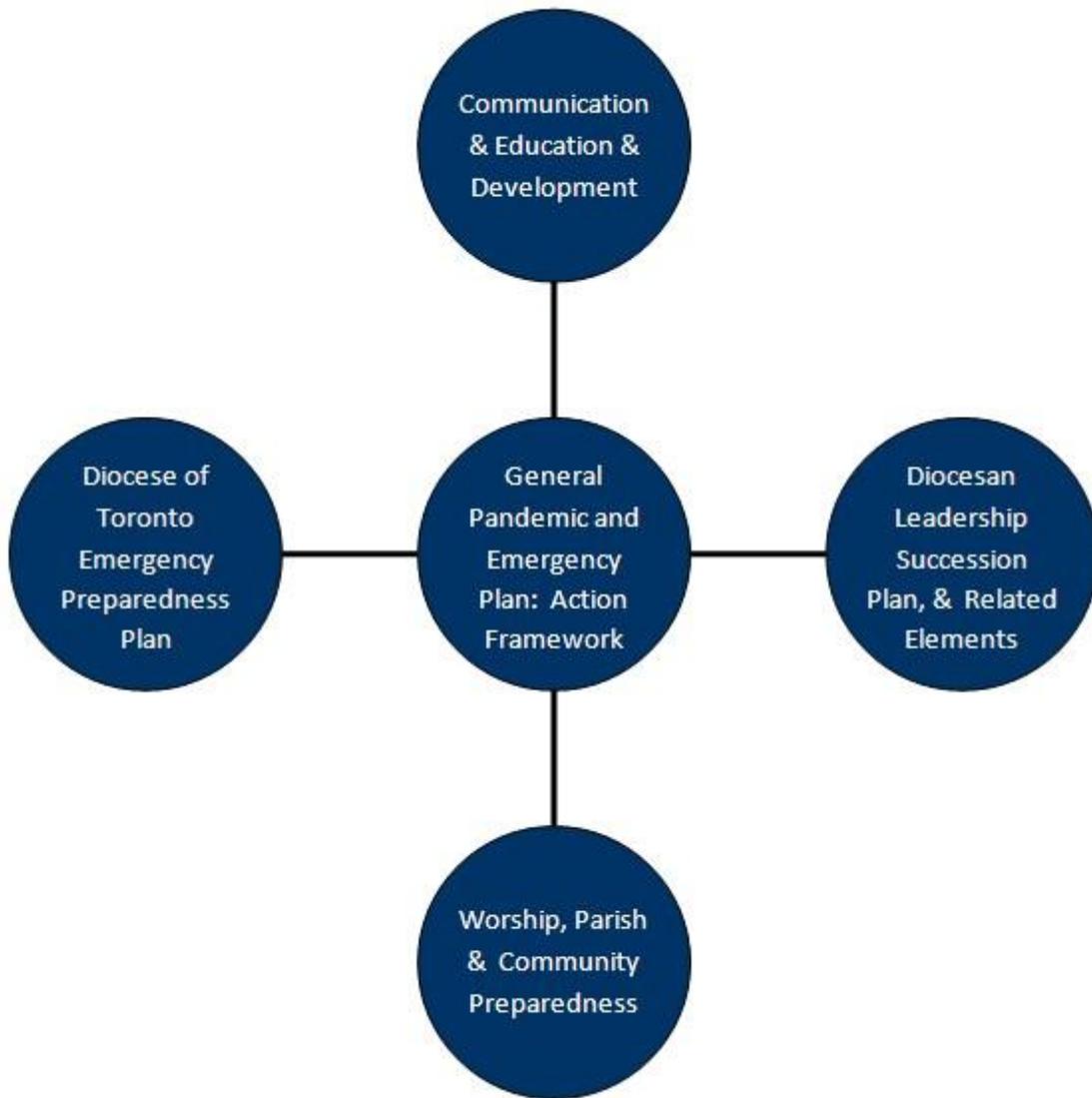
20. Ensure that all those using the Parish's facilities follow the Parish's protocols and standards.
21. Advise parishioners that the Parish will be following Diocesan protocol by adhering to guidelines provided by the Ministry of Health and Long-Term Care and local health units as well as their emergency management agencies.
22. When appropriate, include basic information about pandemic influenza in Parish public meetings; e.g. sermons, small group meetings and announcements.
23. Encourage the Pandemic coordinator, Clergy, and Parish's leaders to attend Departmental of Health, Public Health Units or Diocesan training sessions on pandemic preparedness and general health procedures as these are made available.
24. Educate Parishioners at all stages as needed for the benefit of all.
25. Develop strategies for allowing all staff to work from their homes.
26. Work with local health authorities to encourage yearly influenza vaccination.
27. Develop Parish Policies for non-clergy staff for:
  - a. absences for personal or family illness due to influenza, including compensation for such absences
  - b. a code of conduct for leaving and returning to work for a personal or family illness due to influenza
  - c. providing information for access to community health resources
28. Maintain contact with local health and emergency authorities.
29. Provide space or other resources for local authorities as required.
30. Work within Diocesan Regions and with local ministerial associations for joint efforts for community support.

# **Particular Policies and Procedures – General Pandemic and Emergency Plan: Action Framework and Direction for the Diocese of NS and PEI.**

---

The Task Group recommends the following General Pandemic and Emergency Response Plan: Action Framework and Direction for the Diocese of NS and PEI:

- ✚ The Diocesan Policies and Procedures are designed and presented using four main categories, as noted in the chart below.
- ✚ The Policies and Procedures are written, presented, and maintained in a format and language that is easy to understand, use and maintain.
- ✚ The Policies and Procedures are intended to be fully compatible with and supportive of the broad objectives of our Diocese and the Anglican Communion.
- ✚ The Policies and Procedures are to be introduced and maintained using a consultative approach, engaging those who will be involved in their administration as well as all those to whom they apply.
- ✚ Regular reporting on the Policies and Procedures, their effectiveness and their further development will be prepared and submitted upon the request of the Diocesan Bishop.



## **General Policies and Procedures**

### **Purpose**

It is understood that ongoing interpretation of the intent and the effect of these Policies and Procedures is desirable. Members of the Human Resources Advisory Subcommittee and the Task Force are available to assist in the interpretation of these policies. The Diocesan Bishop is responsible for final interpretation and will decide upon necessity for reviews, interpretations or possible revisions of the policies.

### **Policies - Introduction**

All policies are created and applied with a view to the sustainability of the Diocese of NS and PEI, as well as full compliance with applicable laws and all agreements. In the event of a conflict between these Policies and Procedures, and applicable Federal and/or Provincial laws, the terms of the applicable law shall automatically prevail.

## **Policies and Resources of the Diocese of Toronto to Apply and be Applied**

As noted above, this Diocese generally is in full agreement with the materials developed and posted on the website of the Diocese of Toronto, as noted above. These resources, supplemented by the following specific Policies and Procedures, are fully available for access, consideration, and implementation by Parishioners, Staff, Clergy and the Public.

## **Diocesan Leadership Succession Plan and Related Elements**

### **Leadership Succession Plan**

The Diocesan Bishop is the primary point of contact, Shepherd, and Spiritual Leader of the Diocese. Her role will be primarily pastoral. (A succession plan is basically a plan or method to maintain people in key roles, over time, to ensure organizational continuity and the maintenance of services.)

In the event that the Diocesan Bishop is unable to fulfill her duties and unable to appoint a commissary, the following leadership succession plan would be followed:

- The Suffragan Bishop would be the normal first successor, in the event of the inability of the Diocesan to perform her duties.
- An appointment from Regional Deans, to be made by the Suffragan Bishop at the time of his succession, will replace the Suffragan in the event he becomes unavailable.

- Or, an appointment to be made by the Pandemic Coordinator if the Suffragan is unavailable or wishes to delegate the task.

In particular, the Diocesan Bishop or her successor would, in consultation with the Diocesan Pandemic Coordinator, be responsible to consider:

- How to provide and organize Spiritual Leadership, and Spiritual Services in light of prevailing conditions;
- How to continue and prioritize staffing in the event of pandemic;
- How to pay for staff who are unable to work due to isolation or sick family members in the context of prevailing conditions and resource pressures;
- Determine and communicate to Parishes and the Community essential staff and duties;
- Appointment of the Diocesan Pandemic Coordinator, with a Succession Plan.

### **Pastoral Care**

A Diocesan Pandemic Coordinator has been appointed by the Diocesan Bishop – the Diocesan Executive Director is available to fulfill this role. The Diocesan Pandemic Coordinator, in consultation with the Diocesan Bishop, will devise a ‘care system’ for Church and Diocesan Staff suitable to meet the prevailing conditions, and within the framework of the Diocese of Toronto plan.

These specific plans are to be developed by the Diocesan Bishop, and Suffragan Bishop, who are to meet with the Pandemic Coordinator to discuss access to Clergy, and to strategize ongoing pastoral support to Clergy, and Clergy Families, as well as Diocesan and Parish Lay resources. The Diocesan Bishop will be responsible for providing daily prayer/devotions using the Diocesan website and other available media suitable to the prevailing conditions.

In the event of emergency conditions which diminish or alter the regular patterns of community Worship and Prayer, the Diocesan Bishop or a designate will consider providing web-cam, radio broadcast or televised worship services, using available and suitable means to best reach Anglicans in NS and PEI.

In terms of Parishes and Regions, each Parish and Region is encouraged to prepare suitable plans for the continuation of worship and services.

### **Finance and Business Continuity**

The Diocesan Bishop will request that the Diocesan Controller make provision for access to funds for emergency situations.

The Diocesan Bishop or her designate will authorize emergency funds according to pre-determined authorities.

The Diocesan Controller will carry out an annual review of this Plan.

**The Pandemic Coordinator, in consultation with the Diocesan Bishop, will:**

- ✚ Ensure pandemic and post-pandemic employee assistance (EFAP) is available.
- ✚ Liaise with the Diocesan Controller to ensure a plan of action for payroll and other infrastructure to continue during pandemic.
- ✚ Determine where necessary a *Salary Continuation Plan* – in the event of a long-term shutdown, salaries may need to be radically reduced or discontinued for a period of time as a result of lack of cash flow. [It may become necessary to provide partial salaries, or on an as-needed basis].
- ✚ Secure emergency access to Trust Funds, and identify an alternate Controller in the event of need.
- ✚ Encourage all Clergy to get annual flu injection to help build immunity, and every clergy will be encouraged to suggest to lay persons and parishioners to consult with medical professionals and do the same.
- ✚ Make basic medical and hygiene information available.
- ✚ Make a link on the Diocesan website to Ministry of Health and Long-Term Care re: health guidelines.
- ✚ And consider, as needed by prevailing conditions, authorizing priests and deacons to fill in for Clergy as necessary on a volunteer basis.

According to the Occupational Health and Safety Act, Clergy and any Staff of a Parish or the Diocese have the right to refuse to work if they feel they are being put in jeopardy. The Provincial websites contain the most current information in this regard. It is important to consider two factors in dealing with any refusals:

1. The reasons for the right of refusal must and may be first considered by the supervisor, and local health and safety committees prior to intervention and assessment by the authorities.
2. Solutions such as reasonable reassignment may be considered by the supervisor and the local committees in dealing with refusals if solutions may not be found in the present work assignment.

## **Regional Deans - Communications and Administration**

- ✚ The Diocesan Bishop , in consultation with all Regional Deans, is to designate a second and third successor for the role.
- ✚ Each Regional Dean or appointed designate is to ensure that her or she holds current home and office e-mail addresses, and contact details for the Clergy of the Region.
- ✚ Territorial Archdeacons will provide the conduit for information between
  - The Diocesan Bishop and the wider Diocese.
  - The Parishes and the Diocesan Bishop to provide and coordinate community Pastoral Care – each is expected to be in regular contact with
    - Diocesan Bishop
    - Parishes

## **Education Tools and Materials (see below)**

### **Worship, Parish and Community Preparedness**

The goal at this time is to encourage preparation of the parish community for a potential outbreak. Areas to address in the Parish planning include:

- ✚ Education of Clergy, Lay Leaders and Parishioners;
- ✚ Standard practices for prevention and risk minimization during routine Parish activities – worship, social functions and times, visiting, etc.;
- ✚ Communication within the Community, and also within the Diocese and the Parish.

Parishes are referred to the Diocese of Toronto website as well as this Plan for a detailed Checklist of items to address in the Parish planning process. As the pandemic unfolds, different strategies will have to be implemented for various Parish activities. The level of risk associated with the activity will co-relate to the pandemic phase and the strategies to be taken.

The Diocesan Bishop will communicate matters of interest to the entire Diocese, or to particular communities from time to time, but Parishes are fully encouraged and expected to become connected to and aware of, and compliant and supportive to local emergency preparedness officials. These local officials will identify the community stages that all Parishes and community residents are expected to apply and to comply with.

It is expected that the Parish will follow the direction of local and regional health and emergency authorities in all matters. This includes directions that suspend public

gatherings. It will be the responsibility of each local Parish to follow the orders of local and regional authorities with regard to health or other related matters.

### **Communication, Education and Development**

The following communications will introduce this revised plan and policy:

- ✚ Communications to Parishes in October by Diocesan Bishop
- ✚ Communications to Clergy – October by Diocesan Bishop
- ✚ Communications to all Lay Leaders – October by Diocesan Bishop
- ✚ Appendix A – Perception of Risk

### **An Ongoing Proactive Communication Plan for the Diocese: A Plan to be developed based on the following framework:**

#### **1. Purpose**

This comprehensive plan is to serve as guidance for all Clergy and Staff should there be media interest in a Parish, activity or personnel related in any way to the H1N1 virus, or other emergency.

#### **2. Authorities**

Normally the Diocesan Bishop is the media spokesperson on all Diocesan issues. With respect to H1N1 issues, the following personnel or their designate will be authorized to speak to the media: the Suffragan Bishop or Diocesan Pandemic Coordinator.

#### **3. Preparation**

The Diocese will prepare background information on relevant issues and have them available to spokespersons and the media via the website. Backgrounders may include such issues as: Guidance received nationally on preparation for H1N1; policies implemented in preparation of H1N1; activities undertaken to prepare the Diocese and individual Parishes prior to the outbreak; etc.

#### **4. Main Messages**

Three or four main messages will be prepared in advance of any interviews to be used as guidance, with support from the Pandemic Coordinator.

**5. Confidentiality**

The spokesperson will not release names of Clergy, Staff or Parishioners who have been affected or exposed.

**6. Timing**

The Diocesan strategy will include a proactive approach as well as a strategy ready to handle calls from media outlets.

**7. Resources**

Should an issue or incident escalate, the Diocesan Bishop and or Pandemic Coordinator will rely on available volunteers as well as, where necessary, engage a communications consultant.

**8. Training**

Anyone designated to be a media spokesperson should undergo a short course on media interaction, to be developed in consultation with the Diocesan Bishop and Diocesan volunteers having appropriate expertise.

## **Appendix A – Perception of Risk**

---

When discussing the H1N1 Virus, its impacts and the preparations that should be undertaken to prevent its spread, it must be remembered that segments of our target audience will perceive the risk of H1N1 as very low while others will perceive the risk as high.

### **Factors that affect how risks are perceived include:**

- 1 Dread
- 2 Personal control
- 3 Natural vs. human-made risks
- 4 Choice
- 5 Effects on children
- 6 Awareness
- 7 Whether we have been personally affected
- 8 Memory or events
- 9 Fairness
- 10 Process
- 11 Gender

### **Elements that govern how trustworthy as source is for information:**

- 1 Commitment of managers or leaders
- 2 Participation in the decision-making process
- 3 Technical competence in relation to the issue
- 4 Behaviour and concern for the public
- 5 Source needs to be seen to be listening to peoples' points of view
- 6 Honesty and objectivity

The Public will make decisions based on their perceptions. Their criteria will be subjective, they will look at hypothetical situations and make decisions based on emotion rather than objective analysis.

# Appendix B

---

## **Members of the Pandemic Preparedness Task Group:**

Jack Gallagher

Patrick Hartling

Anne King

The Reverend Gloria McClure-Fraser

Dave Myatt

The Reverend Canon Gordon Redden

The Reverend Keirsten Wells