INFLUENZA PANDEMIC OPERATIONS PLAN

BALL STATE
UNIVERSITY

This plan is continually updated as circumstances change.

Last revision: March 2020.

INTRODUCTION

Ball State University cannot ignore the warnings from the World Health organization (WHO) and the Centers of Disease Control and Prevention (CDC); we must be prudent and prepare for a pandemic. It is expected that a pandemic would have global impact with an unpredictable timeline comprising multiple events or waves and spread quickly from one community to another. Major disruptions are likely for health care, transportation, infrastructure, education, suppliers, and other public services. Unlike most "traditional" natural or man-made disasters, pandemics have a great Impact on operational issues and personnel.

This Plan was developed in anticipation of a pandemic. While not all events can be predicted, the planning team has utilized the most up-to-date expert information that was available. The focus of Ball State University's plan is to respond to a pandemic in a thoughtful and compassionate way to help us return to normal operations as quickly as possible.

WHO and CDC experts have widely discussed the unpredictability of a pandemic. This plan, like other crisis plans, should be viewed as a guide that may require modification during the pandemic to appropriately respond to events. The plan may be revised based upon progression of the disease and new directives from public health officials. The Division of Marketing and Communications has developed a website that provides the latest information regarding a pandemic.

BACKGROUND

An overview of the three pandemics in the 20th Century is provided below:

- **1918-19 "Spanish Flu" (H1N1)**
  It is estimated that 20-40% of the world's population was infected and over 50 million died including 750,000 in the U.S. The attack rate and mortality was highest among adults 20-50 years old.

- **1957-58 "Asian Flu" (H2N2)**
  In the U.S., 70,000 people died from this flu outbreak; the highest mortality was among the elderly. However, infection rates were highest among children and young adults. There were an estimated 1 to 2 million deaths worldwide.

- **1968-69 "Hong Kong Flu* (H3N2)**
  This was the mildest of the three pandemics in the 20th Century. Approximately 34,000 deaths in the U.S. were reported; those over 65 were most likely to die. It is estimated that 700,000 people died worldwide.

A pandemic virus occurs when an antigenic shift takes place in the virus. These changes can either reduce the virus' pathogenic form or increase its pathogenic form increasing its virulence. A virus will mutate in order to adapt; mutating is a virus defense mechanism. The following three conditions must be met for a pandemic to occur:

(1) a new influenza virus subtype emerges;
(2) the virus infects humans; and
(3) the virus gains efficient and sustainable transmission from human to human.

The U.S. Department of Health and Human Services offers the following comparison between seasonal flu and pandemic flu. Seasonal flu follows predictable patterns and occurs usually during the winter months. Because of previous exposure, people usually have some immunity to seasonal flu. People will have no previous exposure to a pandemic flu; therefore, healthy persons will be as likely at risk for serious complications. Vaccines have been developed for known flu strains and in the U.S. have been available during the annual flu season. It is not likely that a vaccine will be available in the early stages of a pandemic. However, vaccines are currently under development and aggressive research is taking place to create methods to deliver large quantities of vaccine more quickly.

The following table provided by the Indiana State Department of Health illustrates the differences between pandemic influenza and typical seasonal influenza.

PANDEMIC INFLUENZA	TYPICAL SEASONAL FLU
Comes from a novel virus to which no one, or few people, have any immunity	Circulating viruses slightly mutate from year to year
Attack rate may be as high as 30% of population	
Patients are sicker for a longer period time	Illness usually lasts 1 to 2 weeks
Limited vaccine availability	Vaccine available prior to illness in population
May be resistant to some antivirals	Several antiviral medications are available
Excess mortality (3 to 7 times normal rate)	Normal flu mortality in U.S. - 38.000/year
Patients may experience primary viral pneumonia	Pneumonia is usually a later complication
May be severe at all ages	Severe in the very old and the very young
Can occur at any time of the year	Seasonal - occurs in winter
May have more than one wave of illness	Usually just one wave of illness
Spreads rapidly throughout the world	

WHO developed Six Phases for Influenza Planning as outlined below. The U.S. Federal Government response stages are identified on the right side of the following grid.

WHO Phases		Federal Government Response Stages	
INTER-PANDEMIC PERIOD			
1	No new virus subtypes detected in humans. A virus subtype that has caused human infection may be present in animals. IF present in animals, the risk of human disease is considered to be low.	**0**	New domestic animal outbreak in at-risk country
2	No new influenza virus subtypes have been detected in humans. However, a circulating animal virus subtype poses a substantial risk of human disease.		
PANDEMIC ALERT PERIOD			
3	Human infection with a new subtype, but no human-to-human spread, or at most rare instances of spread to due to close contact.	**0**	New domestic animal outbreak in at-risk country
		1	Suspected human outbreak overseas
4	Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus Is not well adapted to humans.	**2**	Confirmed human outbreak overseas
5	Larger clusters but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).		
PANDEMIC PERIOD			
6	Pandemic phase: Increased and sustained transmission in general population.	**3**	Widespread human outbreaks in multiple locations overseas
		4	First human case In North America
		5	Spread throughout the U.S.
		6	Recovery and preparation for subsequent waves-

Most experts agree that a pandemic will occur, but when and with what severity is much harder to predict. However, according to the CDC, modeling suggests that the impact to the United States could include 30% of the population becoming ill, 10 million hospitalized and almost 2 million deaths. The estimated economic impact could be between $71.3 to $166.5 billion.

The Indiana State Department of Health, using the CDC modeling program, estimates the following impact for Indiana:

IMPACT	15% ATTACK RATE	35% ATTACK RATE
Hospital Admissions	4,894 min 16,732 max	11,420 min 39,040 max
Deaths	1,399 min 4,148 max	3,265 min 9,675 max

THE PLAN

The following pages provide a plan that will guide Ball State's response during a pandemic. While not every scenario can be predicted, plans have been developed to protect human life and assist all areas of the University to respond to anticipated events. It is critical that all departments and offices have individuals identified for succession due to illness, and develop alternatives to business as usual.

ROLES AND RESPONSIBILITIES

Office of the President

The President will provide executive-level direction and authority for this plan. During the response phase of a pandemic, and in consultation with the Cabinet, Pandemic Assessment and Coordinating Team, and Crisis Management Team, the President makes policy decisions on event and class cancellation and University closure, and orders activation of the plan.

Pandemic Assessment and Coordinating Team (PACT)

The team will monitor closely activities of the pandemic and work in coordination with the Delaware County Planning Group. The team will, under the President's direction, implement the plan. Team members will work closely with each division and College to ensure all areas are managing its response. Members of PACT are: Vice President for Student Affairs, Associate Vice President for Student Affairs, and Director of Health Services.

Crisis Management Team

The Crisis Management Team will provide support to the Pandemic Assessment and Coordinating Team and coordinate internal and external communications. The Crisis Management Team will be responsible for the education plan and working with Marketing and Communications on university-wide and external communications.

Academic Colleges

The Deans will be responsible for ensuring their individual College plans have been developed and implemented during a pandemic. This should be consistent with the All Hazards plan.

Ball State University
Pandemic Flu Response Plan

Pandemic Influenza Response:

Level 1: Confirmed cases of human-to-human sustained transmission of pandemic flu
Level 2 Suspected cases or confirmed cases in the Midwest
Level 3: Suspected or confirmed cases In Delaware County/Muncie or on campus

	Level 1	**Level 2 (in addition to Level 1 actions)**	**Level 3 (in addition to Level 2 actions)**
Pandemic Assessment and Coordinating Team (PACT)	Monitor influenza activity through CDC and WHO. Inform President, Cabinet, Marketing and Communications and Crisis Management Team of any updates. Coordinate with Delaware County Pandemic Planning Team. In coordination with Crisis Management Team, issue communiques to campus regarding status of disease spread, self-protection and University response. Based on U.S. State Department recommendations, update Cabinet regarding travel abroad restrictions and decision required.	Based on U.S. State Department and The Indiana State Department of Health, receive information regarding travel in the U.S. Provide information to Cabinet to determine if university-sponsored travel should be curtailed or banned. Provide information to Cabinet to determine if public or campus events should be cancelled. Coordinate with Delaware County Pandemic Planning Team. Communicate with cabinet and deans regarding status of preparedness. Convene the Academic Credit Emergency Response Team to recommend course of action in case of class cancellation.	Evaluate situation for continuation of services, suspension of activities, cancellation of classes or University closure and report to the President and Cabinet for a decision. Coordinate with Delaware County Pandemic Planning Team. Vice President for Student Affairs/designee will serve as liaison for the University during the County's daily briefings.

	Level 1	Level 2 (In addition to Level 1 actions)	Level 3 (in addition to Level 2 actions)
President & Cabinet	Receive regular updates from PACT. Based on U.S. State Department recommendations, receive information regarding travel to affected countries. Determine if University-sponsored travel should be curtailed or banned.	Review content of internal and external public information bulletins and announcements. Working with PACT and Crisis Management Team, select an appropriate spokesperson for media reporting. Based on U.S. State Department and The Indiana State Department of Health, receive Information regarding travel in the U.S. Determine if University sponsored travel should be curtailed or banned (this includes bringing groups to campus for activities and athletic events).	Receive recommendations from PACT regarding temporary suspension of activities or classes and determine if suspension is appropriate. Receive recommendations from PACT regarding closure of the University. Determine if closure is appropriate. PACT will report to Cabinet of County's activities and plans. Review any requests for support from the City or County and determine if request is feasible.
Crisis Management Team & Marketing and Communications	CMT will provide support to PACT. Draft internal and external announcements. Develop and coordinate the Pandemic website. Develop educational materials to be disseminated across campus. Establish RAVE Communication messages	Write and record bulletins and updates on University Emergency Hotline and website. Write scripts for phone messaging with approval from PACT.	Organize phone banks if necessary. Establish a Media Relations Center; coordinate press releases and manage news teams and interview requests.

	Level 1	Level 2 (in addition to Level 1 actions)	Level 3 (In addition to Level 2 actions)
Health Center	Communicate with Delaware County Health Department regarding planning and surveillance. Communicate and benchmark other college Health Services. Update action plan with PACT as situation evolves. Respiratory protection equipment in place. Follow State and County protocol for patient testing. Essential personnel receive fit test and training on respiratory protection from IU-BMH. Coordinate with Public Safety a plan for transporting individuals to hospital. Provide In-service training for essential personnel. Train personnel on avian flu and social distancing.	Arrange for additional medical waste pickups. Coordinate with Crisis Management Team & Marketing and Communications phone triage lines as needed.	Notify Indiana and Delaware County Health Departments. Communicate with parents of suspected cases and explain procedure. Initiate prophylaxis of contacts based on strength of patient presentation of illness symptoms Arrange for Counseling Services. Contract Coroner's Office if necessary.

	Level 1	Level 2 (in addition to Level 1 actions)	Level 3 (in addition to Level 2 actions)
Facilities Planning & Management	Identify building ventilation systems. Assess and order stock supplies such as hand cleaner and proper sanitary supplies and make available for purchase through Central Stores. Identify appropriate facilities that can be used for triage or other shelter needs by the County, IU-BMH or Red Cross.	Train custodial staff on relevant sanitation practices. Identify and notify essential personnel.	Assist Health Center staff such as helping to procure space/supplies. Assist in setting up triage or shelter facilities if needed. Implement contingency plan for Heat Plant operators and essential facilities operators, if necessary.
Housing & Dining Services	Health Center trains essential personnel on risks and response. Identify potential buildings to be used for quarantined students. Ensure emergency response menu is planned for various degrees of need. Stockpile additional foodstuffs and water. Ensure food delivery process is planned and supplies are on hand.	Set up Housing and Dining command center and recall essential personnel. Identify meal delivery need and method for isolating students. Prepare auxiliary clinic bed space. Identify roles of essential staff including leadership, communications, food production, food delivery, maintenance and housekeeping. Prepare all housing staff to recognize flu symptoms and report immediately on campus ill students to supervisors and notify Health Center.	Activate plan from Level 2 to isolating students in conjunction with the guidance from the County Health department. Recall essential personnel as determined appropriate. Report immediately all ill students to supervisors and notify Health Center.

	Level 1	Level 2 (In addition to Level 1 actions	Level 3 (in addition to Level 2 actions)
Academic Affairs	Each College should develop a basic pandemic plan that includes plans for responding to personnel shortages. This plan should be consistent with All Hazards Plan. Determine appropriate student absence policy due to pandemic flu. Flexibility should be given if a student can feasibly make up missed work.	Implement College Plan. Convene the Academic Credit Emergency Response Team to recommend course of action in case of class cancellation. The team consists of Provost, Chair of University Senate, Chair of Faculty Council, Chair of UEC, Chair of GEC, Director of International Services, and ex-offico the Registrar.	Implement College Plan.
Business Affairs and Risk Management	Complete financial modeling to project impact of University closure. Identify risk exposures for which insurance can and cannot be obtained including associated financial impact. Identify steps that must be taken to monitor and protect insurance coverage. Benchmark risk management response and insurance coverage options with peer universities.	Communicate with insurance carriers on evolving campus issues.	Assess actual risk/insurance claim issues.

	Level 1	Level 2 (In addition to Level 1 actions)	Level 3 (In addition to Level 2 actions)
Information Technology	Assess supplemental computing hardware/software needs. Manage opt-in e-mail and text messages system. Work with Academic Affairs on available resources for alternate instruction.	Purchase/contract for supplemental telecommunications/computing needs if necessary. Purchase/contract for support to deliver alternate instruction.	
Telephone Services	Prepare operators/call center with messages to incoming calls in coordination with the Crisis Management Team.	Prepare to activate systems if needed to handle increased incoming calls.	Add additional phone lines for emergency phone bank if necessary; coordinate with Crisis Management Team. Add additional phone lines to areas of isolated students as needed; coordinate with PACT. Add additional phone lines to triage or sheltered areas as needed; coordinate with PACT.
Human Resources	Have essential personnel policy in place. Communicate and educate employees on absenteeism policy. Communicate with employees on sanitation/prevention issues.	Monitor employee absenteeism and provide updates to PACT.	Monitor employee absenteeism and provide updates to PACT.

	Level 1	Level 2 (in addition to Level 1 actions)	Level 3 (in addition to Level 2 actions)
Public Safety	Alert Student Health Center if encountering individual(s) with flu-like symptoms. Coordinate with Health Center a plan for transporting individuals to hospital. Health Center trains dispatchers, police and other essential personnel on avian flu. Have proper officer safety equipment available.		Implement policy on transporting individuals to hospitals. Secure buildings and post signage. Assist Hearth Center as needed.