Integrating Pandemic Readiness into Your Organization's Resiliency Model.

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## Agenda

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<td>Focus of Solutions for Pandemic Preparedness</td>
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# Introductions

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<td><strong>Moderator:</strong></td>
<td><strong>David Sarabacha</strong>&lt;br&gt;Western Region&lt;br&gt;Business Continuity Management Practice Leader</td>
<td><strong>Deloitte &amp; Touche LLP</strong></td>
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BCM Program Components

Key Program Elements

- Governance
- Policy & Standards
- People
- Process
- Enablers

Crisis Management
Emergency Response

Business Continuity
Disaster Recovery

Program Scope

Core BCM Disciplines

Risk Management Components

** Consistent with COSO Enterprise Risk Management Framework**
BCM Approach

An Approach to Business Continuity Management

Analyze
- Current State Assessment
- Risk Assessment
- Business Impact Analysis

Develop
- Governance
- Availability/Recoverability Strategies
- Procedures

Implement
- Resource Acquisition & Implementation
- Training
- Testing

Continuous Improvement / Quality Assurance
What is BETH3?

BETH3 summarizes the elements that can be impacted in the event of a disaster.

The BETH3 elements are:

- **B**uildings (Facilities)
- **E**quipment
- **T**echnology (IT Hardware/Software/Infrastructure)
- **H**uman Resources
- **3**rd Parties (Dependencies)
A Framework for Pandemic Planning

A pandemic would impact a business in its ability to mobilize its work force to create products and serve its customers. All three of these aspects of planning an preparedness must be addressed. Our approach supplements these by identifying key components of a Pandemic Plan and an approach to developing such a plan.
The Threads of Pandemic Planning

• **Human Capital Continuity**
  – Employees are a critical resource to business and when they do not work or work inefficiently or ineffectively, business losses are incurred. The metrics for this objective are
    • Days of work lost to illness
    • The costs of hiring and training new employees
    • Insurance costs for self-insured employers
    • Standard measures of workplace efficiency specific to each industry
  – Businesses must also protect their employee’s families in order to reduce revenue lost due to leave taken to care for a sick family member and insurance costs for self-insured employers

• **Product and Service Continuity**
  – Businesses must preserve their primary and secondary revenue streams. The metric for this objective is lost revenue.

• **Customer and Strategic Partner Continuity**
  – This involves determining how a pandemic might impact them and minimizing this impact. Strategic partners of note might include suppliers, manufacturers, distributors and regulators
### Key Components

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<tr>
<th>Key Business Processes</th>
<th>Develop policies and processes to maintain operational effectiveness during a pandemic</th>
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<tr>
<td>Leadership/Decision Making</td>
<td>Implement a Pandemic Planning and Coordination Unit (PPCU) as part of the existing Business Continuity Planning (BCP) function</td>
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<td>Education</td>
<td>Increase awareness and knowledge about influenza prevention and treatment through clear, consistent, medically accurate information</td>
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<td>Public/Private Partnerships</td>
<td>Develop and maintain valuable partnerships with trading partners and critical stakeholders such as unions and public health agencies</td>
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<td>Communication</td>
<td>Communicate the response plan and approach to employees and families, customers, suppliers, and partners</td>
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<td>Teleworking</td>
<td>Identify organizational and technical infrastructure requirements to minimize the potential disruption resulting from a pandemic</td>
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<td>Risk and Legal</td>
<td>Identify likely threats in order to decrease the risk of threat occurrence and contain damage Develop risk mitigation policies and procedures</td>
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<td>HR Policies &amp; Procedures</td>
<td>Identify core staff and functions and establish policies and procedures during the pandemic</td>
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<td>Trading Partners</td>
<td>Review demand, distribution, and production plans and link strategies with key trading partners to ensure that critical business processes are maintained</td>
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<td>Employee Wellness</td>
<td>Review contracts with health plans and provider networks to ensure coverage and provision of services such as vaccinations and access to medical facilities</td>
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The Core Activities of Pandemic Planning

Pandemic preparation is a continuous process to help a business Plan, Prepare, Respond and Monitor their activities before, during, and after an outbreak.

Planning
Review the current state and develop formal strategies to prepare the business.

Preparedness
Train, acquire resources and infrastructure, and manage inventory in case of a pandemic.

Vigilance
Monitor and evaluate the response and update the plan based on reactions.

Response
Execute the plan and strategies in the face of a pandemic.
Methodology for Planning & Preparing

This approach to Pandemic Planning builds on experiences with Business Continuity Planning and applies it to the unique requirements of the pandemic threat.
Take-Aways

• Take precautions to **protect your PEOPLE** through HR policies, preventive healthcare practices and responsible response activities planned in advance

• Planning can **not only protect your assets**, through a well developed complete response, but also illuminate potential areas where **market share could be gained** by changing products and/or processes.

• Develop a comprehensive BCM solution: This is not just an HR issue, legal issue, technology issue, facilities issue, security issue, process issue, it must be an **Integrated Response**.
A Final Word & For More Information

“Plans are nothing…

…Planning is Everything.”

-- Dwight Eisenhower