



City of Cornwall

Human Health Emergencies /

Pandemic Plan

annex to the City of Cornwall Emergency Plan



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**CITY OF CORNWALL
HUMAN HEALTH EMERGENCIES / INFLUENZA PANDEMIC
CONTINGENCY PLAN**

SECTION ONE: INTRODUCTION

1.1 AIM

To provide additional guidelines for a municipal response in the event of a human health emergency or influenza pandemic in the City of Cornwall. Please note that this Plan is an annex to the City of Cornwall Emergency Plan.

1.2 GOALS

The goals of planning for a human health emergency or influenza pandemic in Cornwall are identical to the goals of the provincial and federal government;

- To minimize serious illness and death
- To minimize societal disruption

1.3 ACTIVATION OF PLAN

The Medical Officer of Health for City of Cornwall or alternate may activate this plan when:

- An influenza pandemic or human health emergency is declared by the Premier for Ontario or the Ministry of Health and Long-Term Care (MOHLTC);
or
- A local case(s) or outbreak of the pandemic strain of influenza ,or a health emergency, is confirmed. This occurrence and the expected impact of illness in the population will require a coordinated municipal effort;
or
- The Emergency Plans in Stormont, Dundas or Glengarry Townships are activated as a result of pandemic influenza or health emergency in the community.

1.4 SITUATION

A human health emergency or influenza pandemic may occur with little warning, affecting a large number of people within a short period of time. As there may be simultaneous outbreaks in many communities, each local jurisdiction must be prepared to respond in the context of uncertain availability of external resources and support. This will be especially true during the first phase of an influenza pandemic, as a vaccine may not yet be available and antivirals will be in short supply.

1.5 **FEDERAL, PROVINCIAL AND EASTERN ONTARIO HEALTH UNIT PLANS**

To date, the federal government has published the *Canadian Pandemic Influenza Plan* (www.phac-aspc.gc.ca) and the province has published the *Ontario Health Pandemic Influenza Plan* (www.health.gov.on.ca). In our area, the Eastern Ontario Health Unit (EOHU) is the lead agency for health emergencies including Pandemics. The EOHU has published the *Contingency Plan for Pandemic Influenza or Terrorist Act Involving A Noxious Agent (Chemical, Biological, Radio-Nuclear)* and has pertinent information on their website (<http://www.eohu-bseo.on.ca>).

The City of Cornwall Human Health Emergencies/Influenza Pandemic Contingency Plan complies with the requirements of the Federal, Provincial and Eastern Ontario Health Unit Contingency Plans. The City of Cornwall Human Health Emergencies/Influenza Pandemic Contingency Plan compliments both the existing Eastern Ontario Health Unit and the City of Cornwall Emergency Plans.

1.6 **SUMMARY OF RELEVANT LEGISLATION**

Although not inclusive, the following legislation will guide Cornwall's response to a human health emergency or influenza pandemic:

- The ***Emergency Management and Civil Protection Act*** is the authority under which the head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O. 1990, c E.9, s.4 (1).
This Act further stipulates that every Ontario municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program 2.1 (1). The emergency management program shall consist of,
 - a) an emergency plan;
 - b) training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities; and
 - c) public education on risks to public safety and on public preparedness for emergencies; and
 - d) and other element required by the standards for emergency management programs set under section 14. 2002, c.14, s.4.

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The *Emergency Management and Civil Protection Act* is also the authority under which the Premier may declare a provincial emergency. If a provincial emergency has been declared, Section 7 (3) allows the Premier to direct and control a municipality's administration, facilities and equipment, and can further direct and control the exercise of the municipality's powers and duties.

- **Order-in-Council** 167/2004 (February 2, 2004) identifies the Minister of Health and Long Term Care as responsible for two areas in formulating emergency plans: human health disease and epidemics; and provision of health services during an emergency (e.g. floods, ice storm).
- The **1990 Health Protection and Promotion Act** (HPPA) imposes duties and responsibilities on the local Medical Officer of Health (MOH) with respect to the control of health hazards (Part III) and communicable diseases (Part IV). The legal powers of the MOH are summarized in Appendix 2.
- The **Public Hospitals Act** requires hospitals to obtain Ministerial approval before using additional sites for hospital services.

SECTION TWO: BACKGROUND

2.1 **HISTORY**

During the 20th century, the world experienced three influenza pandemics. The most deadly, the "Spanish Flu" of 1918, killed approximately 30,000 to 50,000 people in Canada and 20 to 40 million people worldwide. In 1957, the "Asian Influenza" was a much milder pandemic with an estimated 2 million deaths worldwide. The last pandemic was the 1968 "Hong Kong Flu" resulting in 1 million deaths worldwide. Historic evidence suggests that pandemics occur three to four times per century.

Although not a pandemic, early in 2003, the Province of Ontario experienced first hand the impact of a highly contagious respiratory illness, Severe Acute Respiratory Syndrome (SARS). There were a total of 375 cases of SARS in Ontario, resulting in 44 deaths. As the SARS experience clearly demonstrated, the first influenza pandemic of the 21st century could have significant economic and social consequences.

2.2 ABOUT ANNUAL HUMAN INFLUENZA OR THE FLU

Human influenza, or the flu, is a respiratory infection caused by the influenza virus. Strains circulate every year, making people sick. Influenza typically starts with a headache, chills and cough, followed rapidly by fever, loss of appetite, muscle aches and fatigue, running nose, sneezing, watery eyes and throat irritation. Nausea, vomiting and diarrhea may also occur, especially in children. Most people will recover from influenza within a week or ten days, but some - including those over 65 and adults and children with chronic conditions, such as diabetes and cancer - are at greater risk of more severe complications, such as pneumonia. Between 4 000 and 8 000 Canadians can die of influenza and its complications annually, depending on the severity of the season. Getting an influenza vaccination (or flu shot) every year can help prevent the infection or reduce the severity of the illness.(Health Canada).

2.3 AVIAN INFLUENZA OR BIRD FLU

Birds and other animals, including pigs, also contract and transmit influenza. Wild birds, in particular, are natural carriers of influenza A viruses. They have carried animal influenza viruses, with no apparent harm, for centuries. Migratory waterfowl (ducks, geese) are known to carry viruses of the H5 and H7 strains or subtypes. These viruses are usually in the low pathogenic form - in other words, they aren't as deadly to birds as highly pathogenic strains. Currently, avian influenza H5N1 is circulating in South East Asia and parts of Europe, infecting many poultry populations and some humans. This strain is highly pathogenic, or highly deadly to birds, and has infected a limited number of people. To date, there is no evidence this virus is transmitted from person to person (Health Canada).

2.4 WHY IS AVIAN INFLUENZA A CONCERN TO PEOPLE

People are exposed to different strains of influenza many times during their lives. Even though the virus changes, their previous bouts of influenza may offer some protection against similar strains of the virus. However, three to four times each century, for unknown reasons, a radical change takes place in the influenza A virus causing a new strain to emerge.

One way this radical change can happen is that a person sick with a human influenza virus also becomes infected with the avian influenza virus and the two viruses re-assort or "mix" creating a novel influenza A virus. This means that the avian influenza virus may acquire some of the human influenza genes, potentially creating a new subtype of the influenza A virus that people would have little or no immunity against. If the virus was easily passed to and among people, this would create the conditions for an influenza pandemic (Health Canada).

2.5 WHEN DOES INFLUENZA BECOME A PANDEMIC

Only influenza A viruses are associated with pandemics. Influenza pandemics arise when all four of the following occur:

- a novel influenza A virus emerges
- the new virus can spread efficiently from human to human
- the new virus causes serious illness and death
- the population has little or no immunity to the new virus

2.6 CURRENT SITUATION

The H5N1 strain first infected humans in Hong Kong in 1997, causing 18 cases and 6 deaths. Since mid 2003, this virus has caused the largest and most severe outbreaks in poultry on record. In December 2003, infections in people exposed to sick birds were identified. As of January 15, 2007 267 human cases have been laboratory confirmed and 161 of these people have died. Fortunately, the virus does not jump easily from birds to humans or spread readily among humans. Although to date, there is no instance where the virus spread beyond a first generation of close contacts, each additional human case gives the virus an opportunity to improve its transmissibility to humans, and thus develop into a pandemic strain. One can understand why health professionals believe we are no longer talking about “if” but about “when” the next pandemic will occur.

2.7 ESTIMATED IMPACT OF AN INFLUENZA PANDEMIC

The Ontario Health Plan for an influenza Pandemic is based on the following planning assumptions:

- A new strain is most likely to occur in southeast Asia.
- Ontario will have little lead time between when a pandemic is first declared by the WHO and when it spreads to the province.
- An influenza pandemic usually spreads in two or more waves, either in the same year or in successive influenza seasons (ie: October to April). A second wave may occur within three to nine months and may cause more serious illnesses and death than the first. In any locality, the length of each wave of illness is approximately eight weeks.
- attack rate estimated at 35% (means approximately 1/3 of population will get sick at one point during the duration of pandemic)
- absenteeism from work will dramatically increase during a pandemic
- About 45% of people who acquire influenza will not require medical care, but they will need health information and advice.
- 53% will require outpatient or primary care (ie. treatment by a family physician)
- approximately 1.5 or 2 % will require hospital care

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The pandemic influenza strain will likely cause a range of illness from a serious flu with complete recovery, to disease complicated by pneumonia, hospitalization and even death.

Based on model developed by US Centres for Disease Control and Prevention (CDC) adopted by Canada and Ontario’s influenza pandemic plans, the following has been estimated (<http://www2a.cdc.gov/od/fluaid>):

POTENTIAL IMPACT

	Eastern Ontario (200,000 population)	City of Cornwall (2001 census 45,640 population) (for simplification purposes a 50,000 population was utilized thus 1/4 of Eastern Ontario estimates) (rough estimates)
deaths*	200	50
hospital care (hospitalization and outpatient care)	35750	8938
clinically ill	76000	19000
infected	152000	38000

* It must be noted that the estimated morbidity is likely to be spread over a period of 6-8 weeks and possibly in two separate waves.

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2.8 **PANDEMIC PHASES**

The World Health Organization (WHO) classifies Pandemic Influenza into four pandemic periods which are further categorized into six pandemic phases:

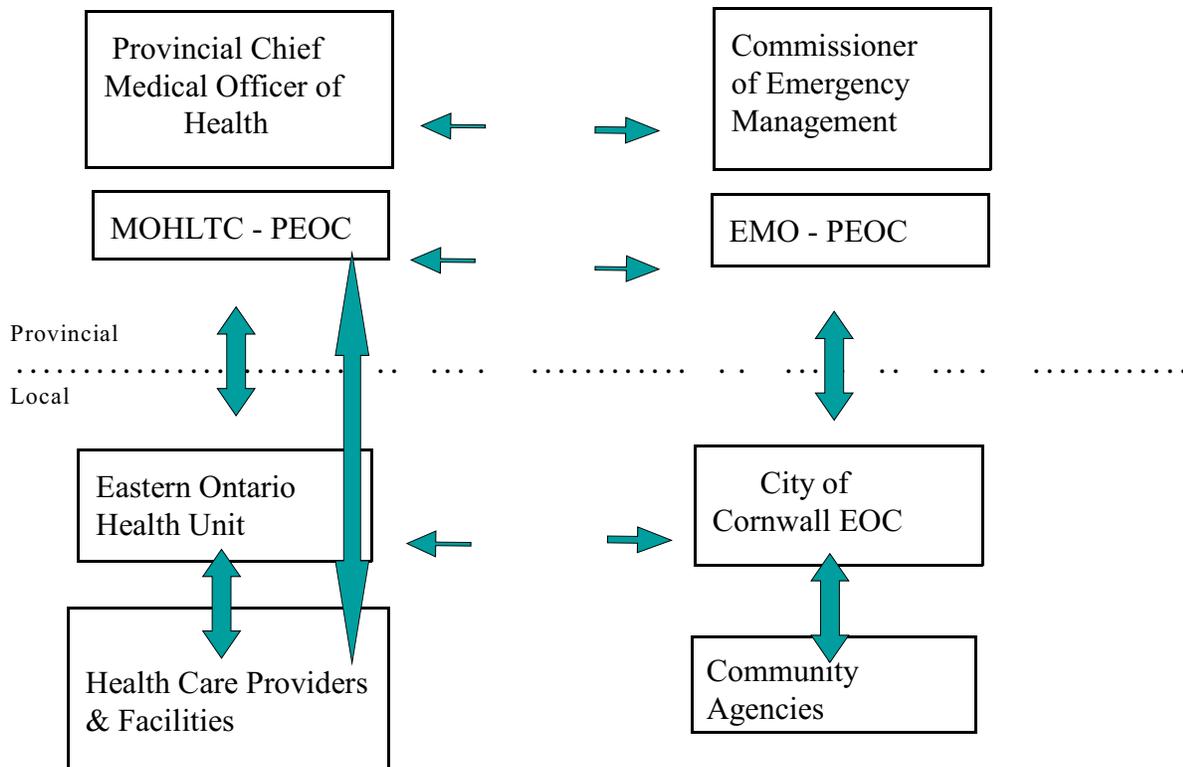
Inter-Pandemic Period	Pandemic Alert Period	Pandemic Period	Post-Pandemic Period
<p>Phase 1: No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused infection may be present in animals. (Low risk of human cases)</p> <p>Phase 2: No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease. (Higher risk of human cases)</p>	<p>Phase 3: Human infections with a new subtype, but no human-to-human spread, or at least most rare instances of spread to a close contact. (No or very limited human-to-human transmission)</p> <p>Phase 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. (Evidence of increased human-to-human transmission)</p> <p>Phase 5: Larger cluster (s) 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)(Evidence of significant human-to-human transmission).</p>	<p>Phase 6: Increased and substantial transmission in general population. (Efficient and sustained human-to-human transmission)</p>	<p>Return to inter-pandemic period.</p>

SECTION THREE: AUTHORITY

3.1 AUTHORITY

According to the June 2005 Ontario Health Plan for Influenza Pandemic (p.6), “municipal governments and local public health authorities are responsible for coordinating the local response to an influenza pandemic.” Local response will follow local plans, such as this plan, the City of Cornwall Emergency Plan and organization-specific emergency plans with the understanding that these plans are subject to “override” during provincially or federally declared emergencies. Locally, the Eastern Ontario Health Unit will be the lead agency during local human health and pandemic emergencies.

At the provincial level, it will be the Provincial Chief Medical Officer of Health and the Commissioner for Emergency Management who will be jointly responsible in leading a provincial response. This dual authority reflects the fact that currently both have independent legislative authorities to act during an emergency, based on the *Health Protection and Promotion Act* and the *Emergency Management and Civil Protection Act*. The following figure demonstrates how the local government structure will map on to the provincial management structure:



SECTION FOUR: MITIGATION / PREPAREDNESS

4.1 PANDEMIC PERIOD

Mitigation and preparedness activities take place during the Inter-Pandemic and Pandemic Alert Period.

4.2 SURVEILLANCE

During the Inter-Pandemic and Pandemic Alert Period, surveillance is passive.

Surveillance mechanisms include all activities done to ensure the detection - in real time- of possible pandemic influenza activity. The Eastern Ontario Health Unit (EOHU) is responsible for monitoring influenza activity in the City of Cornwall, and the United Counties of Stormont, Dundas, Glengarry, Prescott and Russell. The EOHU coordinates a reporting mechanism where medical and long-term care facilities advise the EOHU of any identified outbreaks of illness. The EOHU in turn shares this information with stakeholders in the area including the City of Cornwall. In addition, clinical care providers in the area conduct febrile respiratory illness screening and people hospitalized with serious respiratory illnesses that are culture-negative (no source identified) and do not respond to antibiotics after 72 hours are reported to local public health authorities, who in turn report this provincially.

Daycares, schools and large workplaces are asked to inform the health unit when an abnormal absenteeism rate and/or an abnormal clusters of respiratory illness is suspected during the pandemic alert phase and pandemic phase.

Surveillance procedures, which includes observation, recording and analysis of unusual infection, also takes place at the provincial, national and international levels:

- provincial surveillance: Public Health Branch of the Ministry of Health and Long Term Care (MOHLTC)
- national surveillance: Public Health Agency of Canada
- international surveillance: World Health Organization (The Global Outbreak Alert and Response Network - GOARN)

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Surveillance	Mitigation / Preparedness	<ul style="list-style-type: none"> ✓EOHU responsible for monitoring influenza activity in City of Cornwall ✓EOHU will ensure surveillance tools/reporting forms are available to hospitals, physicians, all health care providers ✓Health Care Facilities will report cases and outbreaks to EOHU ✓Daycares, schools and large workplaces are asked to inform the health unit when an abnormal absenteeism rate and/or an abnormal clusters of respiratory illness is suspected during the pandemic alert phase and pandemic phase.
	Inter-Pandemic / Pandemic Alert Period	<ul style="list-style-type: none"> ✓City of Cornwall managers will report abnormal departmental absenteeism and/or any suspected abnormal clusters of respiratory illness to the Cornwall Occupational Health & Safety Officer. In turn the Occupational Health & Safety Officer will report City of Cornwall abnormal absenteeism and/or any suspected abnormal clusters of respiratory illness to the EOHU.

4.3 **VACCINES / ANTIVIRAL**

Annual “flu” vaccination is an important preventive measure for pandemic influenza. As discussed earlier, the potential for the mixing of human influenza viruses with avian influenza, may lead to the development of a new strain for which there is no human immunity. The less human influenza virus circulating, the fewer opportunities there will be for mixing. Every fall, the Eastern Ontario Health Unit has multiple public flu clinics throughout Eastern Counties. City of Cornwall will continue to encourage municipal employee vaccinations . Maximizing vaccine coverage is an ongoing priority. Vaccines are an easy and effective method to protect against influenza.

In the event of a health emergency such as a widespread outbreak of an infectious disease, it may be necessary to rapidly provide vaccines or other prophylactic medications to large # of people. Antiviral drugs are effective for treating and preventing influenza. During a pandemic, Ontario would use existing supplies of antiviral drugs to help slow the spread of the disease until a vaccine becomes available.

Vaccines/ Antiviral	Mitigation / Preparedness	<ul style="list-style-type: none"> ✓EOHU will continue to have multiple flu clinics throughout Cornwall and Eastern Counties. ✓EOHU will continue to encourage public yearly flu vaccinations
	Inter-Pandemic / Pandemic Alert Period	<ul style="list-style-type: none"> ✓City of Cornwall will continue to encourage annual flu vaccinations to all city employees ✓Maximizing vaccine coverage is an ongoing priority

4.4 ENUMERATION OF PRIORITY GROUPS

Ontario’s goal is to obtain enough vaccine for the entire population but, during the early stages of a pandemic, vaccine will be in short supply. In this situation, the province will follow the national recommendations for priority groups for influenza immunization. During an influenza pandemic, the Provincial MOHLTC Emergency Operations Centre will coordinate the distribution of vaccines and prophylaxis antivirals across the province to local public health units. In our area, the Eastern Ontario Health Unit will be the distributing agency.

The top priority groups as identified in the Canadian Pandemic Influenza Plan are hospitalized influenza patients (for treatment) and front-line health care workers (for prophylaxis). Decision makers are also considered a priority group. Next are high risk residents of institutions, persons at high risk of being hospitalized for illness other than influenza, person at high risk in the community, healthy adults and children. Since access to antivirals and vaccines will be limited, preliminary priority groups have been identified for planning purposes and will be revised as required at the beginning of a pandemic . The City of Cornwall, as requested, supplied EOHU with an enumeration tool which identifies municipal staff priority groups which includes the following:

- Persons who provide or assist in the provision of direct health care to potential or known influenza cases
 - Pandemic Societal Responders (persons involved in the provision of essential services)
 - Key Societal Decision Makers
- The continuation of essential community services is of utmost importance during any type of emergency.

Enumeration of Priority Group	Mitigation / Preparedness	✓EOHU is responsible for distribution of prophylaxis antivirals and vaccines during a pandemic (as per MOHLTC directives). ✓City of Cornwall completed enumeration tool was provided to EOHU as requested.
	Inter-Pandemic / Pandemic Alert Period	✓Although EOHU is responsible for the distribution plan, the City of Cornwall may be in a position to assist with storage, security and/or transportation if requested.

4.5 PUBLIC AWARENESS/EDUCATION

Consistent with the the *Emergency Management and Civil Protection Act*, the City of Cornwall has a responsibility to educate the public on risks to public safety and on public preparedness for emergencies (2.1). The City of Cornwall reinforces the importance of prevention and mitigation through Emergency Preparedness and Emergency Management presentations, interviews, information booths, videos and publications. The more prepared the public is for an influenza pandemic or any emergency, the less likely is the potential for panic, and the more likely it is for citizens to establish support systems for the care of influenza patients in Cornwall and therefore together with the municipality become a disaster resilient community.

Consistent with the Health Promotion and Protection Act, EOHU has a responsibility to advise the public on an influenza pandemic and identify measures to protect the public’s health. Since the EOHU is the lead for human health emergencies including pandemics, City of Cornwall public awareness/education program in relation to this topic is discussed with the EOHU ensuring a consistent public message.

Public Awareness/ Education	Mitigation / Preparedness	<p>✓As per the <i>Emergency Management and Civil Protection Act</i>, City of Cornwall will continue to educate public on risks to public safety and on public preparedness.</p> <p>✓EOHU will continue to advise the public on an influenza pandemic and identify measures to protect the public’s health.</p>
	Inter-Pandemic / Pandemic Alert Period	<p>✓In order to ensure a consistent public message concerning public health emergencies and pandemics, EOHU will be consulted prior to public awareness/education events concerning this topic.</p>

4.6 PUBLIC HEALTH MEASURES

Public health measures are non-medical interventions used to reduce the spread of disease. The type of public health measures used and their timing depend on the epidemiology of the virus. The objectives as per the Ontario Health Pandemic Influenza Plan are as follows:

- to reduce further human cases caused by a virus that has not yet established efficient human-to-human transmission
- To slow pandemic spread and gain time for implementing medical measures (ie; vaccine)
- To reduce the impact of a pandemic

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Serious respiratory illnesses like influenza, respiratory syncytial virus (RSV), whooping cough and severe acute respiratory syndrome (SARS) are spread by coughing or sneezing and/or unclean hands.

To help stop the spread of germs,

Cover your mouth and nose with a tissue when you cough or sneeze.

2. If you don't have a tissue, cough or sneeze into your upper sleeve or crook of your elbow, not your hands.
3. Dispose your used tissue in the waste basket.
4. Clean your hands after coughing or sneezing
 - ▶ Wash with soap and warm water.
 - ▶ If soap and water are not readily available, use alcohol based hand wash.

Here are steps for proper hand washing (EOHU):

Remove rings and watch

- use warm water and wet your hands thoroughly
- use liquid soap and lather very well
- scrub hands, between your fingers, your wrist and under your nails for 15 seconds.
- rinse thoroughly
- turn off taps/faucets with a disposable paper towel
- dry your hands with a single use towel or hot air dryer
- protect your hands from touching dirty surfaces as you leave the bathroom (door knob)



4.7 **PERSONAL PREPAREDNESS**

1. Be informed
2. Stay healthy
 - hand washing
 - cough/sneeze etiquette: cover mouth and nose: dispose of tissues; wash hands
3. Identify personal/family contingency plans
 - daycare unavailable
 - food shortages
 - limited fuel
 - caring for the ill at home
 - prepare a 72 hour emergency survival kit (minimum)

Companies should have Business Continuity Plans to deal with high worker absenteeism and possible limitations to public gatherings. Work-at-home options should be explored. There will be numerous human resource issues (ie: need for temporary staffing, overtime and a work refusal policy) that would benefit from planning prior to the onset of a pandemic.

Public Health Measures and Personal Preparedness	Mitigation / Preparedness	✓ A few simple public health measures and personal preparedness tips: <ul style="list-style-type: none"> • frequently and thoroughly wash your hands • get an annual flu shot • practice cough etiquette - catch your sneezes and coughs in a tissue or in the crook of your elbow or upper sleeve • Be informed • plan now for daycare unavailability, food shortages, limited fuel, caring for the ill at home • prepare a 72 hour emergency survival kit (minimum) • stay healthy
	Inter-Pandemic / Pandemic Alert Period	

4.8 COMMUNICATIONS

4.8.1 Media Relations/ Public Inquiry Centre

During a pandemic, media attention will be intense, and information demands will continue over several months. Sustaining public and workplace confidence over that time will be a challenge. In order to prepare for this challenge and other emergencies, the City of Cornwall, as per the Cornwall Emergency Plan, has a designated media spokesperson. Upon activation of the Cornwall Emergency Plan, this media spokesperson is tasked with responsibilities which include providing timely, concise, coordinated and effective public communications. During a human health emergency and/or pandemic he/she will also partner with EOHU on media briefings, will participate in pre-established teleconferences with the health unit, will speak and/or coordinate conferences for other professionals to speak on issues related to community pandemic impact and view updates sent or posted by the health unit.

During the Interpandemic and Pandemic alert phases, the media relations goal is to raise awareness of the risk of influenza and steps people can take to prevent the spread of influenza. During this phase, media relations is delegated within the public awareness/education section.

The City of Cornwall Public Inquiry Centre (613-932-5767) location must be firmly established and tested periodically. This public inquiry line can be utilized during a pandemic and/or health emergency for inquiries on city services.

4.8.2 Internal Communications

During a pandemic, internal communications will be the responsibility of each manager attending the Emergency Operations Centre (EOC). Each manager is responsible to ensure pertinent departmental information, safety issues and response directives obtained via their affiliated Ministry and/or within the EOC is transmitted throughout their departments. Corporately, if there are safety concerns that pertain to all municipal employees, the City of Cornwall Health & Safety WSIB & Training Officer will distribute all pertinent information. In order to ensure information is consistent, the City of Cornwall Health & Safety WSIB & Training Office will discuss all internal releases with the City of Cornwall media spokesperson.

4.8.3 **Inter-agency Communications**

During the Inter-Pandemic and Pandemic Alert period, Inter-agency communications is fostered during the City of Cornwall Emergency Management Committee meetings that take place periodically throughout the year. In order to prepare for a human health emergency or pandemic, it is recommended that the City of Cornwall obtain teleconference capabilities between all city departments and a teleconference system in the City of Cornwall EOC to communicate with the Eastern Ontario Health Unit EOC and others. During the Pandemic Period, there may be restrictions placed on public gatherings.

Communications	Mitigation / Preparedness	<ul style="list-style-type: none"> ✓During the Inter-Pandemic and Pandemic Alert Period, the media relations goal is to raise awareness of the risk of influenza and steps people can take to prevent the spread of influenza (covered within public awareness/education section) ✓Upon activation of the Cornwall Emergency Plan, the City of Cornwall has a designated media spokesperson. The Cornwall media spokesperson will coordinate efforts with the EOHU media spokesperson. ✓Internal City of Cornwall communications will disseminate via departmental managers.
	Inter-Pandemic / Pandemic Alert Period	<ul style="list-style-type: none"> ✓Any safety information that is pertinent to the whole corporation will be disseminated by the City of Cornwall Health & Safety WSIB & Training Officer. ✓The City of Cornwall Public Inquiry Centre (613-932-5767) location must be firmly established. ✓During the Inter-Pandemic and Pandemic Alert Period , City of Cornwall should invest in teleconference equipment allowing inter-departmental conference calls and inter-agency calls via the City of Cornwall EOC.

4.9 TRAINING

As per the Emergency Management and Civil Protection Act, every municipality shall develop and implement an emergency management program which shall consist of training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities. The City of Cornwall abides by this requirement via annual training ranging from table top exercise, paper exercise, notification exercises, communication exercises and fullscale exercises. City of Cornwall training topics include human health emergencies & pandemics, earthquakes, tornadoes, chemical spills, civic disorder and other community hazards. Also encouraged is the provincially certified Basic Emergency Management (BEM) course.

City of Cornwall Health & Safety WSIB & Training Officer and Emergency Management Coordinator offer training and professional development activities for staff which includes pandemic awareness and emergency preparedness. Cornwall fire, police, emergency medical services and public works have included pandemic awareness and emergency preparedness within their respective training programs.

Cornwall public are encouraged to take First Aid and CPR and possibly volunteer and train in the many not for profit organizations that have historically assisted municipalities during emergencies.

Training	Mitigation / Preparedness	<ul style="list-style-type: none"> ✓ Training, as is emergency preparedness, is the responsibility of the individual as well as the municipality. ✓ Police, Fire, EMS and Public Works have incorporated pandemic awareness and emergency preparedness within their respective training programs. ✓ City of Cornwall Health & Safety WSIB &
	Inter-Pandemic / Pandemic Alert Period	<ul style="list-style-type: none"> Training Officer and the Emergency Management Coordinator also administer training and professional development activities for municipal staff which includes pandemic awareness and emergency preparedness. ✓ Public are encouraged to take First Aid and CPR and possibly volunteer and train in the many not for profit organizations that assist individuals during emergencies.

4.10 STOCKPILING

It is estimated that approximately 35% of employees may be absent from work during a pandemic. Absenteeism is likely to be spread over a period of 6-8 weeks and possibility in two separate waves. This includes all types of workers, such as municipal employees, truck drivers, grocery clerks, bank tellers, cooks, janitors, electricians, warehouse workers to name a few. Since all domains may be affected, we must plan for a lack in supplies ranging from cleaning supplies, to personal protective equipment, personal items (Kleenex, toilet paper...), office supplies, maintenance parts and others. Contrary to the “just in time” purchasing philosophy that many abide by today, the threat of a pandemic encourages one to at least stockpile essential service supplies. Based on the provincial plan, stockpiling should contain equipment and supplies over and above those quantities used on a daily basis. The province is planning for a minimum of a four week stockpile of essential equipment and supplies. The justification for increased stockpiling will be necessary and comprehensible for some essential municipal services. Below is a quick example of some supplies that municipalities may wish to stockpile:

- Hand hygiene: Alcohol-based hand gel, soap, paper towels
- Personal protective equipment: paper gowns, latex gloves, eye protection, masks
- Temperature and monitoring supplies: thermometers, stethoscopes, blood pressure cuffs (ie: EMS, Glen Stor Dun Lodge)
- Disinfectants: surface cleaner, disinfectant, chlorine (water treatment plants)
- Cleaning: garbage bags, specialized waste disposal bags
- Essential departmental equipment: parts for water treatment plant, fire trucks, computers..,

Stockpiling	Mitigation / Preparedness	<ul style="list-style-type: none"> ✓ Stockpiling of essential supplies and equipment is encouraged. ✓ Based on the provincial plan, stockpiling should contain equipment and supplies over and above those quantities used on a daily basis. ✓ City of Cornwall managers of essential municipal services are requested to stockpile with a minimum of four weeks of essential equipment and supplies. The justification for increased stockpiling will be necessary and comprehensible for some essential municipal services (ie: PPE) ✓ These managers are encouraged to incorporate this expense into their yearly budget requests when possible.
	Inter-Pandemic / Pandemic Alert Period	<ul style="list-style-type: none"> ✓ These managers are encouraged to incorporate this expense into their yearly budget requests when possible.

SECTION FIVE: RESPONSE

5.1 PANDEMIC PERIOD

Response activities take place during the Pandemic Period.

5.2 NOTIFICATION PROCEDURES

Notification that pandemic influenza is detected somewhere in the world will be through the World Health Organization (WHO). Notification that pandemic influenza has come into Canada will be through the Public Health Agency of Canada. Notification that pandemic influenza has entered the province will be through the Public Health Branch of the Ministry of Health and Long Term Care (MOHLTC). Notification that pandemic influenza is in Cornwall will be by the Eastern Ontario Health Unit Medical Officer of Health (MOH).

The Eastern Ontario Health Unit Medical Officer of Health has the authority to activate the City of Cornwall Emergency Plan. The Activation of the Cornwall Emergency Plan will result in the Community Control Group convening in the Emergency Operations Centre (EOC). Each representative in the EOC will then do a notification fan-out to their respective members.

The City of Cornwall Public Information Officer will ensure a media advisory is released shortly thereafter with specific advice for the public. The City of Cornwall and Eastern Ontario Health Unit Public Information Officers will coordinate their efforts ensuring all media releases are complimentary, and once available, follow provincial guidelines. All City of Cornwall media releases must be approved by the Mayor prior to publication.

5.3 MANAGEMENT CYCLE

The efficiency of the response to a human health emergency or pandemic depends largely on effective communication among the many stakeholders. Coordination amongst many stakeholders is best done by a predetermined management cycle. To optimize the exchange of information amongst numerous stakeholders, predetermined meeting times have been set up. Presented below is a 12 hour management cycle for communications. Although this management cycle is flexible, it will assist with the commencement of a communication system.

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Preparation	7:00am- 8:30am	information gathering	
Briefing/ Planning	8:30am - 9:30am	City of Cornwall EOC (CCG update on overnight issues. Planning session.)	
	10:00am	City of Cornwall Media Release/Conference.	
Operational Period	10:00am - 6:00pm	Operational Period	
		1:00pm	MOHLTC teleconference taking place (Provincial report/ key provincial messages). Municipalities may not be invited to participate at this teleconference.
		2:00pm	Teleconference chaired by EOHU with City of Cornwall and S.D&G EOCs.
		3:00pm	City of Cornwall Media Release/Conference.
		3:30pm	Teleconference with EMO
Progress Report	6:00pm - 7:00pm	City of Cornwall EOC (CCG departmental progress report and debriefing)	

5.4 **SURVEILLANCE**

During the Pandemic Period, surveillance is active.

Objective:

To enhance surveillance systems for influenza in the City of Cornwall. The existing surveillance programs will be augmented when the Provincial/Federal Government indicates that a Canadian/Ontario pandemic threat exists. Usually 1-4 months warning will be given prior to a pandemic causing outbreaks of flu locally.

S U R V E I L L A N C E	Response	<ul style="list-style-type: none"> ✓Upon EOHU request, the City of Cornwall Health & Safety WSIB & Training Officer will report daily the number of municipal staff absent to the EOHU. The number absent will be reported as a percentage of total workforce. ✓Upon EOHU request, the Cornwall Community Hospital will report daily the number of staff absent. The number absent will be reported as a percentage of total workforce. ✓Upon EOHU request, the schools located in Cornwall will report, daily, the rate of absenteeism of students and staff. The number of absent would be reported as a percentage of total enrollment and staff.
	Pandemic Period	<ul style="list-style-type: none"> ✓Upon EOHU request, some workplaces in Cornwall will be asked to report, daily, the number of staff absent to the EOHU. The number absent will be reported as a percentage of total workforce. ✓The daily reports will be recorded by the Health Unit on a flow sheet and will be made available, for information, to the Community Emergency Management Coordinator (CEMC) and shared in the EOC. ✓City of Cornwall CCG will participate in teleconference calls with EMO for provincial surveillance updates.

5.5 **VACCINES / ANTIVIRAL**

Objective: To develop operational procedures for the delivery and administration of vaccine and anti-viral drugs.

Vaccines/ Antivirals	Response	<ul style="list-style-type: none"> ✓The Province will allot vaccine and/or antivirals to Health Unit. EOHU is responsible for acquisition, transportation, storage, security and delivery of vaccine and anti-viral drugs. ✓The City of Cornwall will assist in the coordination of security for vaccine/antivirals ✓The Ministry of Health will direct priority lists for the administration of vaccines or antivirals. Clinics will be organized and publicized by the Health Unit. When directed by the Ministry, clinics for the general public may be held in schools, malls, arenas, civic complexes, workplaces, libraries, pharmacies, family physician offices, etc. The health unit will advertise clinic locations via the media and on their website (http://www.eohu-bseo.on.ca/).
	Pandemic Period	<ul style="list-style-type: none"> ✓The EOHU is responsible for the management of vaccine/antiviral clinics and for the recruitment, training and management of volunteers to assist in clinics. Volunteers could assist with setting-up, cleaning up, directing clients, distributing beverages, distributing posters, crowd control and other duties as requested. ✓The City of Cornwall will support the Health Unit with vaccination clinics. ✓The City of Cornwall will provide additional human resources if available and needed. ✓The City of Cornwall will cooperate and support the EOHU in all its efforts at mitigating, controlling and eradicating a pandemic from this area.

5.6 ENUMERATION OF PRIORITY GROUPS

Objective: To develop operational procedures concerning enumeration of priority groups.

<p>Enumeration of Priority Groups</p>	<p>Response</p>	<p>✓When the Provincial/Federal Government indicates that a pandemic threat exists, all City Managers will immediately update their departmental enumeration tool consisting of a listing of essential services (and corresponding positions) whose absence would pose a serious threat to public safety or would significantly interfere with the ongoing essential functioning of the municipality. This updated list will be forwarded to the City of Cornwall Emergency Management Department and reviewed by the City of Cornwall Chief Administrative Officer.</p> <p>✓In addition to the enumeration tool above, City of Cornwall Managers must also submit the names of the individuals who are presently working in the essential positions mentioned within the report. Again this report is forwarded to the City of Cornwall Emergency Management Department and reviewed by the City of Cornwall Chief Administrative Officer.</p>
	<p>Pandemic Period</p>	<p>✓The City of Cornwall Health & Safety WSIB & Training Officer must be informed prior to any City of Cornwall high priority municipal group clinics. The City of Cornwall Health & Safety WSIB & Training Officer will ensure proper, consistent protocol is followed, including the maintenance of municipal vaccination records and reporting of any adverse effects.</p> <p>✓Please refer to the “Vaccines/Antivirals” section immediately above for additional relevant information.</p>

5.7 PUBLIC AWARENESS/EDUCATION

Objective: To develop and distribute educational material regarding “self care” and reducing the spread of influenza.

Public Awareness/ Education	Response	<p>✓To minimize the spread of influenza in the community, the following information will be distributed to the community via media, handouts, advertisements, internet, etc.:</p> <ul style="list-style-type: none"> • frequently wash your hands with soap and water; • do not share personal items (toothbrush, razor...); • do not share drinks or eating utensils; • use disposable tissues (not handkerchiefs); • dispose of contaminated tissues appropriately; • During a regional pandemic threat, exercise social distancing when possible and appropriate. Coughing individuals should remain at least 3 feet away from others. Virus can spread through close (< 1 metre) contact. As the threat of a Pandemic worsens, it may be necessary for the Medical Officer of Health to implement strict social distancing regulations; meanwhile, one must use their own judgement.
	Pandemic Period	<ul style="list-style-type: none"> • get the influenza vaccine, if available; • minimize your contact with ill individuals; • if you are a caregiver, pay special attention to keeping ill individuals away from infants, elderly and at risk individuals; • get lots of rest and adequate nutrition; • clean and sanitize contaminated surfaces (washrooms, kitchens, telephones, doorknobs, etc); • watch for symptoms of influenza; • cover mouth when coughing; • if possible, designate a healthy person to prepare and serve food; • reach out and offer support/help to your neighbour, friends and family that may have difficulty managing during an emergency; • stay home if you have fever and influenza symptoms; and • call the Health Unit if you have any questions about influenza symptoms and if necessary, self care.

5.8 **PUBLIC HEALTH MEASURES/ INFECTION CONTROL MEASURES**

Objective: to reduce further human cases caused by a virus that has efficient and sustained human-to-human transmission.

Public Health Measures/ Infectious Control Measures	Response	<p>✓Review EOHU recommendations for public health management and other control measures</p> <p>✓Public should during the Pandemic Period:</p> <ul style="list-style-type: none"> • if sick with influenza symptoms, stay home from daycare, school, work and public events • Reduce non-essential travel • Avoid crowds • Increase fresh air in buildings (ie open windows) • frequently disinfect surfaces in ones home and office, especially things like telephone and doorknobs that many people touch. <p>✓Public must remain alert and aware of influenza activity and recommended public health measures concerning self protective practices and ways to care for self and others when ill and where to go for prevention/treatment. This information will be transmitted via the radio, newspaper, internet..., (active surveillance will be necessary).</p>
	Pandemic Period	<p>✓The pubic will be advised if and when the following community infection-control measures are implemented:</p> <ul style="list-style-type: none"> • closure of educational institutions or daycare facilities • prohibition of mass gatherings and quarantines • implementation of infection control guidelines for non medical settings • travel and trade restrictions • mass vaccination/ antiviral drug distribution <p>✓Quarantined</p> <ul style="list-style-type: none"> • City of Cornwall will assist EOHU with those who have been confined to their homes under health unit orders

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5.9 **PERSONAL PREPAREDNESS**

Objective: To encourage personal preparedness with possible self care (flu symptoms).

<p>Personal Preparedness</p>	<p>Response</p>	<p>✓Citizens including City of Cornwall employees should restock their Personal and/or Family Emergency Survival Kit. An Emergency Survival Kit includes the following (minimum 3 day supply per person):</p> <ul style="list-style-type: none"> • flashlight with batteries • candles with matches/lighter • radio with batteries (or crank radio) • first aid kit (include thermometer) • bottled water/ non-perishable food • extra cash, important papers (identification) • toilet paper and other personal items • whistle • playing cards, games • backpack/duffle bag (to hold all of the emergency survival kit items) <p>Special Needs</p> <ul style="list-style-type: none"> • Contact your physician and/or Telehealth Ontario (1-866-797-0000) for directions on what to have on hand in order to combat dehydration caused by a flu virus
	<p>Pandemic Period</p>	<ul style="list-style-type: none"> • sufficient supply of any required medications (include fever reducer) <p>IF APPLICABLE, the following:</p> <ul style="list-style-type: none"> • copies of prescriptions • extra eye glasses • extra oxygen cylinders • wheelchair, walking cane... • batteries for medical appliances • special personal supplies <p>Equipment</p> <ul style="list-style-type: none"> • knives, forks, spoons disposable cups and plates • manual can opener, bottle opener • fuel stove and fuel (follow manufacturer's instructions) - do not use indoors • waterproof matches/ plastic garbage bags • pocket knife or multi tool

5.10 COMMUNICATIONS

Communications	Response	<ul style="list-style-type: none"> ✓City of Cornwall will establish contact with EOHU, EMO and other provincial partners ✓Cornwall CCG will participate in daily conference calls with EOHU and other regional EOCs ✓Ensure access to amateur radio ✓A management cycle will be implemented clarifying concise communication times (please refer to <i>Management Cycle</i> above.) ✓Public Information Officer will monitor health unit website for daily situation reports ✓Public Information Officer will establish timely and systematic communications with media ✓City department managers will consistently communicate with their departmental staff, as will the Health & Safety WSIB & Training Officer, ensuring internal staff are up to date with current situation and corporate safety directives.
	Pandemic Phase	<ul style="list-style-type: none"> ✓City of Cornwall HR Department will recruit/supply additional staff to assist the Cornwall Public Information Officer when requested ✓Once required, the City of Cornwall Information Centre (613-932-5767) will be activated as per the Cornwall Emergency Plan. This Centre will handle requests for information from the general public including information on municipal closures, cancellations and changes to general community services. ✓Teleconferencing and social distancing is encouraged during this phase.

5.11 **TRAINING**

Training	Response	<p>✓City of Cornwall departmental managers must ensure that their staff are made aware of the following via training or referral:</p> <ul style="list-style-type: none"> • information about an influenza pandemic • information about protective practices, including hand hygiene, cough etiquette, disinfecting work area (telephone, door knob, desk..) and not coming to work when ill with influenza symptoms during a pandemic • Following provincial guidelines and recommendations, managers will identify settings and workers needing personal protective equipment (PPE) accompanied by training • location of hand hygiene stations • During the Pandemic Period, City of Cornwall staff are encouraged to disclose any influenza symptoms to immediate supervisor when calling in sick. This information is needed in order for the City to report to the EOHU any increase influenza symptoms within city staff. This data is required for proper surveillance.
	Pandemic Phase	

5.12 **STOCKPILING**

Stockpiling	Response	<p>✓Each department manager of essential municipal services must:</p> <ul style="list-style-type: none"> • ensure sufficient departmental equipment and supplies are in stock • ensure minimum of a four week stockpile of essential equipment and supplies. The justification for increased stockpiling beyond the four weeks may be necessary and comprehensible for some essential municipal services (ie: PPE) • order as needed extra supplies to prevent stock disruption • monitor inventory and service needs closely
	Pandemic Phase	

5.13 MUNICIPAL SERVICE PRIORITIZING

5.13.1 PRIORITIZING SERVICES

Objective: To ensure essential municipal services are maintained. Managers must first determine which services in their departments are:

1. **Must Do** - critical services, cannot be deferred or delegated
2. **High Priority** - do not defer if possible or bring back as soon as possible
3. **Medium Priority** - can wait if pandemic is not too long
4. **Low Priority** - can be brought back when the pandemic is over

Factors to Consider When Ranking the Priority of Services

- activity is mandated by legislation
- activity must be provided within a specified time frame and addresses a high health/safety risk
- Not providing the service will endanger citizens’ health and safety
- Is there a high risk of legal liability from not providing the intervention? Would it constitute negligence?

5.13.2 FACTORS TO CONSIDER WHEN DEVELOPING A “SCALE BACK” PLAN

Once ranking the priority of services is complete, municipal managers must then complete a “scale back” plan. The number of municipal services that will have to be scaled back will depend on the severity of the pandemic, absenteeism of municipal employees, ability for non-conventional and staggered work hours, potential for working at home, teleconferencing, potential for repeat pandemic waves and the direction from provincial or federal governments to name a few determining factors. Here is an example of a component of a scaled back plan:

Department	Program/ Service	Consider Maintaining (Must do/ High Priority)	Consider Reducing or Suspending Service (Medium/Low Priority) (Reduced/Suspended)
Fire Service	Firefighting	respond to fire calls (must do)	<ul style="list-style-type: none"> • Home Safe Home program (medium/reduced) • Fire Hall Tours (low/suspended)
	Fire Prevention	fire investigations (high priority)	<ul style="list-style-type: none"> • safety violation (medium/reduced) • public education activities (low/suspended)

5.13.3 ENUMERATION TOOL

Objective: Municipal managers must complete the Provincial Enumeration Tool form supplied by the EOHU. This form identifies the essential positions in the City of Cornwall and the minimum number of staff required to keep the municipality operating during an outbreak.

City of Cornwall managers must update the Provincial Enumeration tool annually. The first City of Cornwall Enumeration Tool form was submitted to the EOHU in January 2006. This form will be updated and re-submitted annually.

First managers must list all present positions (both staff and management) in their department. These positions are then broken down into full time, part time, casual or on contract (personnel contracted out by an agency are not included). Next, using the Current Staffing table, the roles deemed essential are identified. Managers should refer to the “prioritizing” exercise completed above. Also indicated is the minimum number of staff in each essential position required to keep the department operating during a pandemic. Finally, names of individuals in these essential positions are submitted during the pandemic phase. The enumeration tool is submitted to the City of Cornwall Community Emergency Management Coordinator (CEMC) who in turn forwards a copy to the EOHU.

5.14 MUNICIPAL OPERATIONS

Please note that not all municipal departments/positions are specifically mentioned below. Please refer to the Cornwall Emergency Plan for a comprehensive listing of municipal operations and responsibilities.

5.14.1 PUBLIC

- The public could have a role to play in helping their friends and neighbours with meals, childcare, taking care of the family pet or other services that will help people respond and recover from the pandemic influenza. This will have to be done with scrupulous attention to the infection prevention and control recommendations from the EOHU.

5.14.2 **PUBLIC HEALTH SERVICES (Eastern Ontario Medical Officer of Health)**

- responsible for the overall planning and coordinating of a local response to a human health emergency including an influenza pandemic
- collect local surveillance data and declare influenza pandemic in Cornwall
- coordinate with provincial and national counterparts to identify reliable, accurate and consistent information on the pandemic and share this with the area EOCs
- advise the public on an influenza pandemic and identify measures needed to protect the public's health. Key messages for the public may be developed by the province or the Public Health Agency of Canada and shared locally by the public health officials.
- set up an EOHU communication process such as phone service to address inquiries from citizens with symptoms and assess whether someone could convalesce at home, with or without volunteer support, or would need to be directed toward medical assessment.
- participate in the planning of the establishment of a hospital off/on site medical assessment trailer and/or an alternate isolation facility (off hospital property)
- decide when and if an alternate isolation facility (off hospital property) needs to be opened. Cornwall Social and Community Services Manager will assist in locating and opening a facility for this purpose.
- issue orders under 5.13 and 5.22 (HPPA) to reduce/eliminate health hazards and relief of communicable diseases such as issuing quarantine orders/ establish quarantine boundaries
- enter premises for any purpose specified in the HPPA (sections 41, 42). In cases where the occupant of the premises denies the MOH (or designate) entry or access, the MOH may apply for a warrant by a Justice of the Peace (section 43)
- recommend establishment of mass morgues when and if deemed necessary
- provide direction for the removal of corpses to a place of burial, cremation or incineration when the corpse has died of, or was in isolation for, one of the prescribed diseases
- liaises with the Cornwall Community Hospital and Community Care Access Centre (CCAC) to ensure coordination of care of residents requiring special medical care at home, in an isolation facility and/or in evacuation centres
- establish immunization/vaccine clinics
- ensure adequacy of reception, evacuation centres and isolation facilities
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential EOHU services in situations of significant staff absenteeism

5.14.3 **CORNWALL COMMUNITY HOSPITAL**

- liases with the Cornwall Medical Officer of Health throughout health emergency/pandemic
- attend City of Cornwall Emergency Operation Centre (EOC) if deemed necessary
- during pandemic phases, be prepared to participate in scheduled conference calls (Cornwall MOH, Cornwall Community Hospital and City of Cornwall Community Control Group and invited guests)
- provide advice and/or assistance to the Cornwall Community Control Group on matters pertaining to emergency health care
- liases with area hospitals, the Ontario Hospital Association and the MOHLTC
- if required, establish off/on site medical assessment trailers and supply staff to complete assessments and triage of patients wishing to enter the Cornwall Community Hospital
- prepare for potential patient hospital overload
- prior to and preparation for hospital reaching full capacity, liases with MOH to decide best and safest alternative, which may be to open an alternate isolation facility (off hospital property) or send citizens home with self care directives. If needed, Cornwall Social and Community Services Manager will assist in locating and opening an alternate isolation facility (off hospital property). Canadian Red Cross will be requested to assist with citizens requiring assistance at home. Coordination of this effort will managed via the Community Control Group.
- ensure hospital facilities are prepared to prevent the spread of influenza contamination
- if staff numbers permit, assist with establishment and operation of a mass morgue
- upon EOHU request, report daily the number of hospital staff absent. The number absent will be reported as a percentage of total workforce.
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential hospital services in situations of significant staff absenteeism

5.14.4 SOCIAL & COMMUNITY SERVICES

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- responsible for the 5 basic services: food, shelter, clothing, personal services and family reunification (registration and inquiry) during an emergency
- where applicable, ensure provision of emergency income assistance for those in need and eligible within the City of Cornwall
- ensure counselling (crisis intervention) and on-site health care are available to evacuees. Social Services Manager may activate the Emergency PsychoSocial Response Plan.
- ensure coordination of services to those confined to their homes when under health unit orders. Make arrangements for basic needs to be delivered if needed.
- in the event that an isolation facility needs to be opened (off hospital property), assist in locating and opening a facility for this purpose. Consult with Public Health and the medical community to help identify sites in terms of their suitability and appropriateness for isolation. The EOHU Medical Officer of Health will decide when and if an alternate isolation facility needs to be opened. The hospital and EOHU will supply staff for this facility.
- provide co-ordination and direction to the following volunteer groups identified in this plan: Canadian Red Cross, Salvation Army
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential social and community services in situations of significant staff absenteeism. In this contingency plan, top management should designate an alternate and second alternate.

5.14.5 EMERGENCY MEDICAL SERVICES (EMS)

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- adopt use of personal protective equipment (PPE) and patient assessment/treatment protocols as directed by the Ministry of Health and Long Term Care (MOHLTC) and/or the Eastern Ontario Health Unit.
- maintain essential EMS services
- inform public of changes to EMS Services (ie: cancelled first aid courses, public education events...)
- assist with set up of “alternate health care” sites if applicable
- maintain liaison with other EMS and Emergency Services to co-ordinate the sharing of information and/or resources
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential EMS services in situations of significant staff absenteeism. In this contingency plan, top management should designate an alternate and second alternate.

5.14.6 FIRE SERVICE

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- adopt use of personal protective equipment (PPE) as directed by the Office of the Ontario Fire Marshal, the Ministry of Health and Long Term Care (MOHLTC) and/or the Eastern Ontario Health Unit.
- maintain essential fire protection services
- liaise with other fire and Emergency Services to co-ordinate the sharing of information and/or resources
- inform public of changes in Fire Services (cancelled hall tours, school visits...)
- support police with security tasks (ie: transportation of vaccines...)
- assist health services as required (ie: assist local coroners, operate hospital decontamination tents...)
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential fire services in situations of significant staff absenteeism. In this contingency plan, top management should designate an alternate and second alternate.

5.14.7 POLICE SERVICE

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- maintain essential police services
- enforce law and order
- inform public of changes in Police Services (cancelled public education events, school visits...)
- maintain liaison with other police and Emergency Services to co-ordinate the sharing of information and/or resources
- respond to societal needs related to disruptions created by pandemic
- provide policing services in evacuation centre(s), mass morgues, City of Cornwall EOC or other location as required and as feasible
- assist with quarantine control (as requested by EOHU)
- provide security of the vaccination clinics, as required and feasible (as requested by EOHU)
- coordinate closure of borders if and when requested to do so
- assist local coroners
- advise families of fatalities
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential police services in situations of significant staff absenteeism. In this contingency plan, top management should designate an alternate and second alternate.

5.14.8 **PUBLIC WORKS**

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- maintain essential services
- inform public of changes to Public Work Services
- assist police with quarantine, control and public order (ie barricades, erecting of signs ...)
- assist with mass morgues (ie: maintenance of generators...)
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential public work services in situations of significant staff absenteeism. In this contingency plan, top management should designate an alternate and second alternate.

5.14.9 **CORNWALL TRANSIT**

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- maintain conventional and handi-transit bus service with a reduced schedule
- if or when travel is prohibited, discontinue all public bus services
- inform public of changes to Transit Services
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential transit services in situations of significant staff absenteeism. In this contingency plan, top management should designate an alternate and second alternate.

5.14.10 **CITY CLERK**

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- maintain essential administrative services located at City Hall which ensures compliance to the Municipal Act, Municipal Elections Act, Marriage Act, Vital Statistic Act, Municipal Freedom of Information and Protection of Privacy Act
- inform public of changes to City Hall public services
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential departmental administrative services in situations of significant staff absenteeism. In this contingency plan, top management should designate an alternate and second alternate.

5.14.11 HEALTH & SAFETY WSIB & TRAINING OFFICER

- determine the key safety messages and forward to municipal employees regarding safety precautions and pertinent information. Work in coordination with the City of Cornwall Public Information Officer
- distribute self care education sheets, information and/or training to city employees
- determine if and when door screening will take place in city buildings
- inform all municipal departments when and if to adopt the use of personal protective equipment (PPE) as directed by the EOHU (note: police, fire and EMS will obtain PPE directives from their respective ministries)
- coordinate immunization clinics (vaccines/antivirals) for city employees (as per EOHU direction)
- Upon EOHU request, report daily the number of municipal staff absent to the EOHU. The number absent will be reported as a percentage of total workforce.
- continue to encourage annual flu vaccinations and CPR and first aid training to all city employees

5.14.12 PUBLIC INFORMATION OFFICER

- ensure Emergency Information Centre is established when needed as per the Cornwall Emergency Plan
- prepare and issue public service announcements in coordination with the EOHU Public Information Officer
- ensure City of Cornwall Health & Safety WSIB Training Officer is aware of public service announcements so she/he can disseminate pertinent information to city employees
- monitor EOHU website for daily situation reports
- monitor range of media types (radio, television, print)
- utilize City of Cornwall website as a means to communicate with public and municipal employees (current situation and corporate safety directives)
- carry out City of Cornwall Emergency Plan responsibilities

5.14.13 PURCHASING DEPARTMENT / LOGISTICS

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- responsible for logistics throughout activation of EOC (procure, purchase, store, distribute materials and equipment as needed while maintaining records of all transactions and suggesting cost saving measures.)
- arrange record system in a manner where the exact cost of logistics during emergency can be calculated
- attend City of Cornwall Emergency Operation Centre (EOC) to establish and implement a coordinated, fast track purchasing process (once emergency declared)
- anticipate shortages in supplies / maintain stockpile of essential city supplies

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- create and maintain listing of alternate suppliers
- arrange for refrigerated transport vans for use as temporary morgues (upon request from CCG)
- develop a contingency plan to maintain essential purchasing services in situations of significant staff absenteeism.

5.14.14 TELECOMMUNICATION SERVICES (CORNWALL IT DEPARTMENT)

- provide technical support as it relates to both internal (email, intranet) and external communication channels (teleconference, web portal)
- ensure that accurate and up-to-date information about the emergency is disseminated to IT departmental staff on a timely, regular basis
- obtain and maintain teleconference equipment to provide adequate communications between the City of Cornwall EOC, EOHU EOC and Cornwall Community Hospital EOC. Efforts should be coordinated with the City of Cornwall Supervisor of Public Property.
- if deemed necessary, obtain and maintain teleconference equipment between Community Control Group municipal manager's regular office telephone with City of Cornwall EOC telecommunication system
- if deemed necessary, obtain and maintain laptops for managers to work out of their homes during a pandemic (or means to access work computer data from home)
- distribute instructions on how municipal employees can access their emails and telephone messages from home
- update city website with pertinent emergency information as per City of Cornwall Information Officer
- develop a contingency plan to maintain essential IT (telecommunication) services in situations of significant staff absenteeism

5.14.15 HUMAN RESOURCES DEPARTMENT

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- if needed, locate, redeploy and/or maximize staff (possible strategies):
 1. Redeploy city employees from non-urgent work
 2. Redeploy from recreation, economic development and administration..,
 3. Increase casual/part time to full time hours
 4. Hire and/or engage recent retirees, college/university students, volunteers, etc.
- increase janitorial hours incorporating the disinfecting of municipal work areas
- ensure janitorial services are maintained in the EOC
- address human resource issues such as temporary staffing, overtime, sick leave and work refusals (review and update existing policies if needed)
- carry out City of Cornwall Emergency Plan responsibilities
- develop a contingency plan to maintain essential HR services in situations of

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significant staff absenteeism. In this contingency plan, top management should designate an alternate and second alternate.

5.14.16 FINANCE DEPARTMENT

- ensure that accurate and up-to-date information about the emergency is disseminated to departmental staff on a timely, regular basis
- develop an accounting process in a manner where the cost of each emergency/disaster can be analyzed by department and/or as a city total
- ensure department managers are cognizant of above financial system
- apply and manage the Ontario Disaster Relief Assistance Program (ODRAP) or similar program which is designed to financially assist after a disaster (presently ODRAP is only for natural disasters - possible changes in the future)
- develop a contingency plan to maintain essential financial services in situations of significant staff absenteeism. In this contingency plan, top management should designate an alternate and second alternate.

5.14.17 CANADIAN RED CROSS

when and if requested by City of Cornwall Social and Community Services:

- assist with Social Services as directed by Social and Community Services Manager or designate
- attend City of Cornwall EOC upon request
- assist with those who have been confined to their homes such as making daily telephone contact calls and home support
- operate a reception centre, shelter, registration and/or inquiry centre
- maintain a listing of registered volunteers, with clear police checks and skill inventories, as City of Cornwall HR may request volunteers for City of Cornwall Public Information line or other emergency related duties
- help as needed
- carry out City of Cornwall Emergency Plan responsibilities

5.14.18 ST. JOHN AMBULANCE

when and if requested by City of Cornwall Emergency Medical Services:

- assist with Emergency Medical Services as directed by EMS Manager or designate
- attend City of Cornwall EOC upon request
- transport patients between hospitals or other predesignated location
- assist at reception centre, evacuation centre, assessment trailer, alternate isolation facility (off hospital property), mass morgue or other area where St. John Services are needed
- help as needed
- carry out City of Cornwall Emergency Plan responsibilities

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5.14.19 **SALVATION ARMY**

when and if requested by the City of Cornwall Social and Community Services:

- assist with Social Services as directed by Social and Community Services Manager or designate
- attend City of Cornwall EOC upon request
- provide a mobile kitchen to serve meals to victims and/or responders
- provide clothing and furniture to victims of a disaster
- provide emotional and spiritual support for individuals and families requesting such services
- carry out City of Cornwall Emergency Plan responsibilities

5.14.20 **AGAPE CENTRE**

when and if requested by the City of Cornwall Social and Community Services:

- assist with Social Services as directed by Social and Community Services Manager or designate
- attend City of Cornwall EOC upon request
- provide and serve meals to victims and/or responders
- provide clothing and furniture to victims of a disaster
- help as needed
- carry out City of Cornwall Emergency Plan responsibilities

5.14.21 **AMATEUR RADIO EMERGENCY SERVICE (ARES)**

- provide backup radio communication system using two-way radio at and between key locations
- these locations may include reception centre(s), shelters, the local Canadian Red Cross office and other required locations
- carry out City of Cornwall Emergency Plan responsibilities

5.14.22 **CITY OF CORNWALL FUNERAL HOME REPRESENTATIVE**

- liaison between EOHU, City of Cornwall, other mortuaries and cemeteries
- attend City of Cornwall EOC upon request
- assist with coordination, establishment and operation of temporary morgues
- care of deceased in accordance with the requirements of the Coroner and Cornwall Community Police

**SECTION SIX:
RECOVERY**

6.1 RECOVERY PERIOD

Recovery activities take place during the post-pandemic period.

6.2 NOTIFICATION PROCEDURES

The Eastern Ontario Health Unit Medical Officer of Health (MOH) will notify the public when we have entered the post-pandemic period.

6.3

Recovery	Surveillance	<ul style="list-style-type: none"> ✓Resume routine passive surveillance ✓City of Cornwall Health & Safety WSIB & Training Officer will complete a report explaining the surveillance transition throughout the pandemic, lessons learned and suggested improvements. Report will be forwarded to CEMC.
post-pandemic period	Vaccines/ Antiviral	<ul style="list-style-type: none"> ✓Continue to encourage public yearly flu vaccinations ✓EOHU will complete a report which will incorporate recommendations for future use of antiviral and vaccines during a pandemic based on lessons learned within Cornwall, SD & G and Prescott Russell. Copy of report will be forwarded to Cornwall CEMC.
	Enumeration of priority groups	<ul style="list-style-type: none"> ✓City of Cornwall Health & Safety WSIB & Training Officer will complete a report sharing statistics of number of municipal employees who received vaccines/antiviral shots and report lessons learned and suggested improvements. ✓City managers will update their departmental enumeration tool consisting of a listing of essential services (and corresponding positions) whose absence in the future would pose a serious threat to public safety or would significantly interfere with the ongoing essential functioning of the municipality. This updated list will be forwarded to the CEMC.

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Public Awareness/ Education	<ul style="list-style-type: none"> ✓ Children and adults exposed to a disaster can sometimes experience a range of responses such as anxiety, nervousness and other physical and psychological symptoms. Public awareness and education will focus on mental health including what emotional reactions one may expect, possible coping mechanisms and where to attain professional help if needed.
Public Health Measures and Personal Preparedness	<ul style="list-style-type: none"> ✓ continue to encourage frequent and thorough hand washing and other preventative measures in preparation for second wave. ✓ encourage restocking 72 hour emergency survival kit ✓ return to routine operations
Communications	<ul style="list-style-type: none"> ✓ Information Officer will complete report evaluating communications response (obtain statistics concerning public inquiry centre from City Clerk). Report will be forwarded to CEMC. ✓ City of Cornwall Health & Safety WSIB & Training Officer will distribute pertinent self care information to municipal staff including mental health information discussed under public awareness/education section above
Training	<ul style="list-style-type: none"> ✓ return to routine training activity
Stockpiling	<ul style="list-style-type: none"> ✓ City managers will ensure supplies are restocked
Emergency Services	<ul style="list-style-type: none"> ✓ Return to pre-emergency activity level ✓ Restock essential supplies ✓ Departmental managers will complete a report, reviewing, evaluating, stating lessons learned throughout the pandemic or health emergency and suggesting improvements. Reports will be forwarded to CAO and CEMC.

6.4 **TERMINATION OF THE CITY OF CORNWALL HUMAN HEALTH EMERGENCIES / INFLUENZA PANDEMIC CONTINGENCY PLAN**

The Medical Officer of Health for the City of Cornwall or alternate may terminate this plan when:

- The influenza pandemic or human health emergency is declared over by MOHLTC or
- Local impact has diminished to a level where normal services may be resumed
- If a local emergency was declared, the Medical Officer of Health will recommend that it be terminated.
- all response agencies, stakeholders and public will be notified.

6.5 **FINAL REPORT**

City of Cornwall Community Emergency Management Coordinator will complete a final report which will be submitted to the Chief Administrative Officer. This report will describe the City of Cornwall response, identify lessons learned and suggested improvements. All departmental reports received will be amalgamated within this final report. Elicited by the final report, the City of Cornwall Human Health Emergencies/ Influenza Pandemic Contingency Plan and the Cornwall Emergency Plan will be reviewed and updated if necessary.

SECTION SEVEN: LIST OF ABBREVIATIONS

- EOC Emergency Operations Centre. A facility where the Community Control Group assembles to manage an emergency.
- CCG Community Control Group. Typically made up of the following: Head of Council, Chief Administrative Officer, Community Emergency Management Coordinator, Police, Fire, EMS, Public Works, Medical Officer of Health and Social Services. This group assembles to manage the emergency.
- CEMC Community Emergency Management Coordinator. An individual officially designated by a community who is responsible and accountable for the community emergency management program. The Community Emergency Management Coordinator must be, by definition, a municipal employee, as per the *Municipal Act*.
- DISASTER A widespread or severe emergency that seriously incapacitates a community.
- EMERGENCY A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise. These situations could threaten public safety, public health, the environment, property, critical infrastructure and economic stability. An emergency is distinct from routine operations carried out by municipal agencies, such as fire fighting, police activities, and normal hospital routine.
- EMO An organization within the Ministry of Community Safety and Correctional Services, government of the Province of Ontario. EMO is responsible for monitoring, coordinating and assisting in the promotion, development, implementation and maintenance of emergency management programs in Ontario.
- HPPA Health Protection and Promotion Act
- MOH The Medical Officer of Health is a physician with provincially legislated

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powers to promote and protect the public's health and report to the MOHLTC on reportable diseases.

MOHLTC The provincial Ministry of Health and Long-Term Care is sometimes referred to simply as the MOH (or Ministry of Health). To avoid confusion with the Medical Officer of Health, the term in full or MOHLTC will be utilized throughout this document (not MOH).

ODRAP Ontario Disaster Relief Assistance Program. A provincial financial assistance program intended to alleviate the hardship suffered by private homeowners, farmers, small business enterprises and non-profit organizations, whose essential property has been damaged in a sudden and unexpected natural disaster, such as a severe windstorm, tornado, flood, forest fire or ice storm.

WHO World Health Organization. A United Nations specialized agency for health. Their objective is the attainment by all peoples of the highest level of health. (Health: a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.)
(www.who.int/about/en)

SECTION EIGHT: REFERENCES

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