

Carleton University
Emergency Management and Continuity of
Operations (EMCO) Program
Infectious Disease Response Plan (IDRP)



Sponsoring Department: Campus Safety Services

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Primary POC: Sal Ugarte, Emergency Management Officer, 613-520-2600, ext. 8535,
Sal.ugarte@carleton.ca

The Emergency Management and Continuity of Operations (EMCO) Program Infectious Disease Response Plan (IDRP) has been developed through a consultative process with campus stakeholders and reflects industry best practices and standards. This IDRP is intended to be a living document that is updated annually to ensure it is current and includes lessons learned. Carleton University would like to acknowledge that the approach and best practices are in conjunction with the Ontario Health Plan and the Ministry of Health and Long-Term Care, Infectious Disease Protocol. *This plan will focus on best practices to mitigate, prepare, response, and recovery from infectious diseases with similar transmission and impact.*

This plan has been approved by the Director of Campus Safety Services and was developed by the Emergency Management Officer in the Department of Campus Safety Services. During a response to an infectious disease that impacts the City of Ottawa, the direction of local, provincial, or federal public health authorities may alter the strategies that are outlined in this plan.

This plan falls under the authority outlined in the Emergency Management Plan, which outlines how emergencies are managed at Carleton University. This emergency response planning is based on the standard model throughout North America, and the Incident Command System (ICS), the management structure. ICS contains flexible and functional positions for each critical operation of the University during any emergency.

Executive Summary

The Infectious Disease Response Plan (IDRP) was developed to assist in preparing Carleton University for a response to an infectious disease emergency that is caused by biological agents, including organisms such as bacteria, viruses or toxins with the potential for significant illness or death in the population. Infectious disease emergencies may include naturally occurring outbreaks (e.g., measles, mumps, meningococcal disease), emerging infectious diseases (e.g., SARS, avian influenza), and bioterrorism. This plan provides a framework to prepare, mitigate, respond, and recover from a pandemic outbreak.

Recognizing that Carleton University has limited internal resources for a full-scale response, the plan guides how to educate our community and support the duty to act within the different pillars of emergency management. There are numerous agencies, other private sectors, non-government organizations and community volunteers that can support the IDRP; however, this plan focuses explicitly on the university's efforts to support the pillars of emergency management. This plan is intended to increase the capacity of our community to manage the impacts of an outbreak. This document is used to guide our Emergency Management Team, staff, faculty, and students with the best practices to reduce the risk.

Planning for emergencies is an ongoing and continual process reflecting the ever-changing nature of our community. The IDRP reflects the planning process and is reviewed annually as per the guidelines set forth by the university's Emergency Management and Continuity of Operations Program Policy. The objectives of this plan are to reduce the morbidity, mortality, social, and economic disruption caused by an outbreak of an infectious disease to the students, staff, and faculty of the university community. This plan provides a framework for infectious disease preparedness and response activities and serves as a foundation for further planning, drills, and emergency preparedness activities. The plan is based on an all-hazards approach, relevant legislation, best practices, Carleton University's capabilities, and professional standards.

Outlook

The IDRP supports the Carleton's emergency program. The continuation of the university's readiness to support its community in infectious disease is meant to flourish from this document. The plan allows the university to implement best practices and supports the needs of its community so that it can implement actions that concentrate on saving lives, property preservation, and environmental protection while upholding the standard of the university.

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1 Introduction

Infectious disease emergencies are circumstances caused by biological agents, including organisms such as bacteria, viruses, or toxins with the potential for significant illness or death in the population.

It has been projected that an infectious disease outbreak that is not control will impact the workforce due to absent affecting individuals and their families. Public health measures to contain such outbreaks are especially important for diseases with high morbidity or mortality and limited medical prophylaxis and treatment.

It is the responsibility of Carleton University to ensure that the safety and well-being of students, staff, faculty, and visitors are safeguarded at all times. The university has developed this IDRP in consultation with campus stakeholders.

1.1 Purpose

The purpose of the IDRP is to guide in preparing for, identifying, and responding to an infectious disease that affects Carleton University. The objectives of this plan are to reduce the morbidity, mortality, and social and economic disruption caused by an outbreak on the students, staff, and faculty. This plan provides a framework for infectious disease preparedness and response activities and serves as a foundation for further planning, drills, and emergency preparedness activities.

The priorities of Carleton during a disaster are for the protection of lives, assets, valuable research processes, property, and the environment. The overall objective is to respond to emergency conditions and manage the process of restoring University academic, research programs, and special services.

An outbreak will pose unique and long-standing challenges not common to other disasters. The goal of the university in preparedness and response is to limit the spread of the virus; to minimize serious illness, hospitalizations, and death; to sustain critical infrastructure; to minimize social disruption at Carleton, as a result of an outbreak.

1.2 Scope

This plan is limited to preparedness, mitigation, response, and recovery within the Carleton campus. The IDRP serves to provide the basic structure and guidance to planning and co-ordinating, monitoring and assessment, prevention and control, a Carleton community-wide response, communications, and public education.

It is important to note that while the plan focuses on infectious diseases, it is also intended to serve as the template for responding to large-scale outbreaks of other highly contagious respiratory infections, even if some prevention measures or response tactics may change due to the nature of a particular illness such as Severe Acute Respiratory Syndrome (SARS).

1.3 Assumptions

General acknowledged conditions expected during an infectious disease must be understood and considered for planning purposes. These conditions form the basis of planning assumptions.

- Infectious disease will be caused by numerous situations/outcomes;
- Multiple waves of an outbreak are likely to occur;
- Each wave is expected to last days;
- Vaccination may or may not offer some level of protection against a novel strain;
- Some individuals may choose not to be vaccinated;
- Up to 35% of individuals may become ill if the outbreak is not managed correctly in each wave (estimates based on past pandemic influenza events indicate that 0.01-8% of the population may be hospitalized and 0.001-1% of the population may succumb to death);
- The severity of illness and the death rate will not be known until the virus emerges (for planning purposes, worst case scenario will equate to 50% of CU population due to illness, caretaking responsibilities, fear of contagion, loss of public transportation, or public health control measures);
- The time for a candidate vaccine strain to the production of the first vaccine dosage could be six (6) months or greater, if available;
- Individuals who become ill may transmit:
- Individuals who become ill may shed virus up to five (5) days after onset of illness;
- Control and monitoring of outbreak will involve many public health agencies at the local, provincial and federal levels;
- Individuals may not believe the reality of the threat posed by infectious disease and may take actions counterproductive to the implementation procedures.

1.4 Authority

The IDRPlan has been developed by the Director of the Campus Safety Services (CSS) under the leadership of the Vice-President (Finance and Administration) to ensure effective action from the university and its stakeholders during a pandemic emergency by:

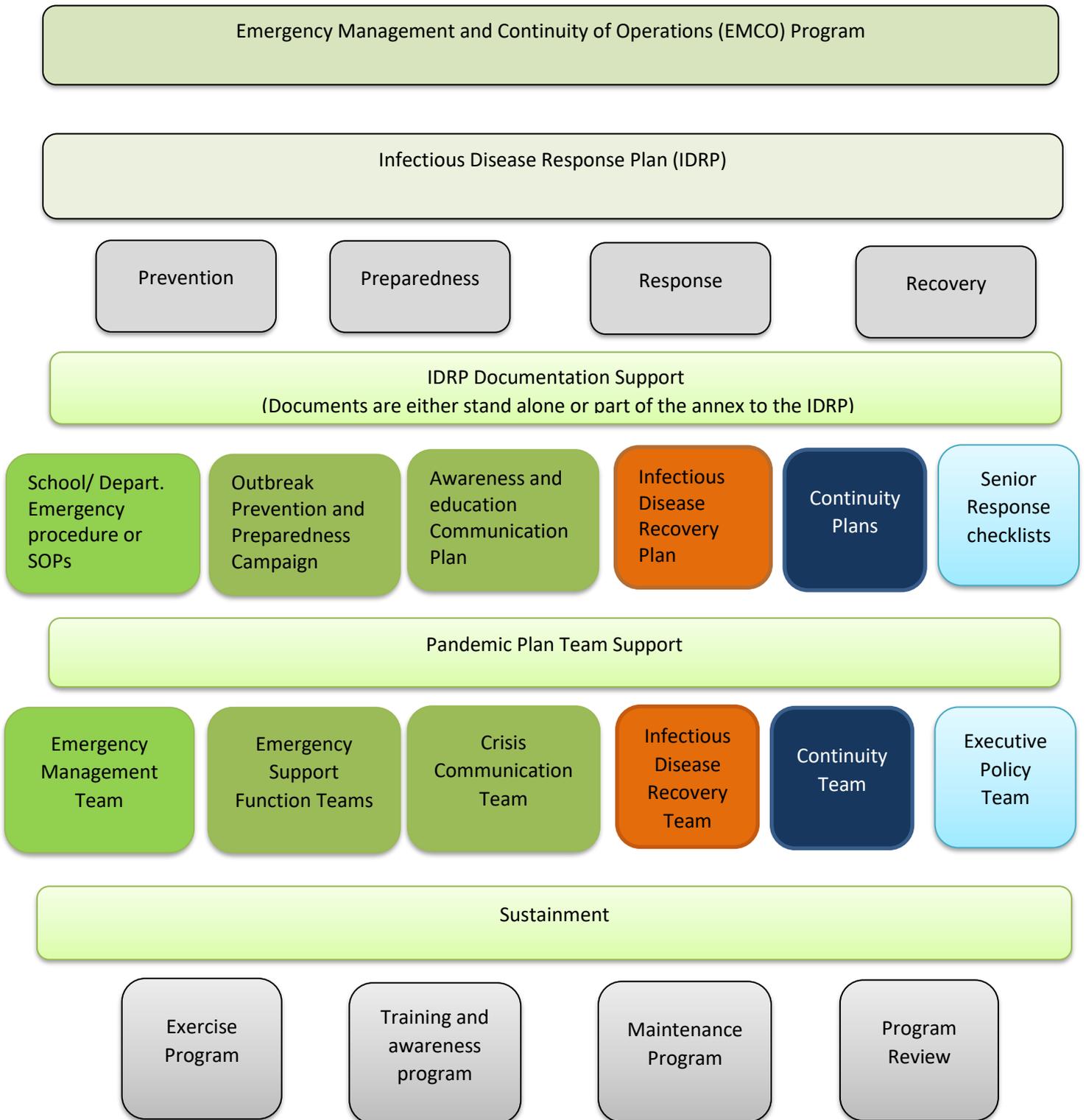
- Assigning stakeholder roles and responsibilities,
- Identifying priorities and emergency management goals,
- Detailing methods and procedures for managing and responding to emergencies,
- Providing a framework for stakeholders to mitigate risk through education, training, and exercises.

This IDRPlan follows governing legislation, standards, and best practice relating to pandemic mitigation, preparedness, response, and recovery.

Carleton University assumes the responsibility of managing an organized and coordinated response to address both immediate and long-term needs created by an outbreak. The objectives are to minimize personal injury, human trauma, and property damage; to maintain academic programs, preserve the research, and to keep the university community and the public informed. Clear direction and timely communication should permit an expedient resumption of regular operations.

2 Infectious Diseases Plan Structure and Phases of consideration

The IDRP structure is below:



2.1 Prevention phase

- Update and maintain the CU IDRP
- Collaborate with individual CU departments to create a department continuity plan
- Promote vaccinations and any other Local, Provincial or Federal measures
- Promote protective measures (hand-washing, respiratory etiquette, awareness of symptoms)

2.2 Preparedness phase

- Educate students, faculty, and staff regarding personal protection or mitigation strategies including seasonal influenza vaccination, respiratory etiquette, and responsible use of antibiotics' drugs
- Utilize Infectious Disease surveillance in consultation with Environmental Health and Safety.
- Establishing a single point of care for employees with symptoms.
- Conduct training and awareness campaigns to educate students, staff, and faculty on symptom recognition and infection control measures
- Develop and disseminate infectious disease-related public information campaigns for travelers who may have visited potentially affected areas
- Ensure a communication system is established and maintained throughout an infectious disease response.
- Conduct tabletop exercises to implement infectious disease plans and test response procedures

Occupational Health and Safety

Workplace health and safety measures will be particularly necessary for the early phase of an outbreak, when there may be an opportunity to contain the infectious disease and slow community spread. The objective of workplace Health and Safety measures during the prevention and preparedness phase will be to provide guidance in training, infection prevention, control measures, and personal protective equipment as appropriate to minimize the risk of exposure in the workplace.

2.3 Response phase

- Activate the CU Emergency Operations Centre (EOC), if necessary
- Continue enhanced communication and surveillance activities
- Activate Campus Safety Services, Health and Counselling Services, Environmental Health and Safety, Housing and Residence Life and other entities to assist in infectious disease control measures and maintenance of social order.
- Continue to educate staff, faculty and students about personal protective strategies and interventions that may be initiated during an outbreak within their community.

- Develop and disseminate public service announcements, utilizing University Communications and Media Relations, and the Joint Information Centre (JIC), for release to the media concerning outbreak.

2.4 Recovery phases

- Obtain all critical documents, information, and paperwork from all officials regarding the outbreak
- Prepare and submit documentation for any requests for emergency and disaster assistance to the local jurisdiction, Provincial, Federal or other appropriate entity
- Develop an After-Action Report (AAR) to evaluate responses and outcomes to initial waves of the outbreak to determine best practices
- Prepare a follow-up EHIA Group meeting to identify strengths and areas of improvement related to the planning, response, and recovery
- Prepare for additional outbreak waves (Resources, Personnel, Plans or Procedures)

Infection Prevention and Control Measures

The University will implement best practice infection prevention and control measures to help limit the spread of infectious disease during all phases. These measures include:

- Encouraging employees and students to wash their hands frequently and meticulously and practice respiratory hygiene/cough etiquette
- Reminding employees and students to stay home when sick
- Cleaning and disinfecting environmental surfaces
- Encouraging social distancing – reducing or avoiding contact with others

3 Organization and Assignment of Responsibilities

Carleton University will refer to Public Health Ottawa, and Public Health Agency of Canada and local guidance during a public health emergency. The CU Health and Counseling Services acts as the university's health authority and will work closely with the Emergency Management Team (EMT) to aid in planning and decision making during an outbreak.

3.1 Responsibilities of the Emergency Management Team

EMT is responsible for:

- Overall responsibility for monitoring and assessing the outbreak event
- Declaring the activation of the IDRP;
- Providing strategic guidance during the outbreak period, allocating resources to support the response teams, initiating communication procedures and continuous decision related to the implementation to support;
- Receive information from internal and external sources;

- Provide recommendation to the Executive Policy Team (closure of university facilities and events, suspension of academic activity, and support services).

3.2 Responsibilities of the Deans and Directors

Deans and Directors are responsible for:

- Implementing the policies and procedures;
- Developing the departments/faculty plans to support continuity management;
- Monitoring conditions which could affect the delivery of essential services;
- Advising and recommending actions to support the mitigation of an outbreak; (respectively to their role and responsibilities).

3.3 Chairs, Academic Directors, and Managers

Chairs, Academic Directors, and Managers are responsible for:

- Implementing Carleton and departmental infectious disease response procedures;
- Monitoring and advising the respective Dean or Director of any lapses or changing conditions affecting the delivery of essential services, academia, and administrative services.

4 Maintaining Essential, Contracted and Other Services

Essential services are identified through assessments of how disruptions would impact internal and external stakeholders. Essential services are those that must continue to be provided, regardless of the severity or duration of an outbreak event.

4.1 Carleton University essential services

The University has identified the following as essential services:

- Executive Policy Team -executive decision-making capability
- Emergency Management Team -responsible for monitoring and assessing
- Communications Services –communications infrastructure (telephone, email, website, social media)
- Health and Counselling Services –care for students
- Campus Safety Services – CU first responder
- Facilities Management and Planning –EH&S, HVAC, critical maintenance
- Housing and Residence Life Services –residence services
- Human Resources –payroll, benefits
- Finance –payment to essential suppliers, research accounting
- Student Support Services – support students with programs concerns
- Academic and Research –animal care, preservation of vulnerable research activity

Continuity Plan by each essential service shall be developed to support response in the event of an Infectious Disease outbreak.

4.2 Contracted Services

Maintaining essential services that are contracted by the University will be the responsibility of the contracting department. The contracting department will work closely with service providers to ensure the appropriate plans are in place.

4.3 Other Services

Department of Recreation and Athletics

The Department of Recreation and Athletics provides services to both the University and external community. Therefore, in the best interest of patrons' health and safety, the Department of Recreation and Athletics will determine program or event postponements or cancellations and facility closures based on recommendations and decisions made by Public Health Ottawa and the University.

Academic and Research Departments

A primary planning principle of the IDRP is to protect the academic mission of the University through the continuation of core activities. Teaching and research are integral to the academic mission, and therefore planning must provide for the best possible maintenance of these functions during an outbreak and the continuity of activities in the event of cancellation or closures.

Academic and Research are not solely under the purview of one department within the University. The leadership of Academic, Research and International, and the Deans will be critical in mitigating, wherever possible, the adverse effects of an outbreak.

Communications

The Department of University Communications (DUC), in conjunction with other departments, will be responsible for internal and external communications. The Crisis Communication Plan (a separate document) will include strategies for:

- Building community awareness
- Developing consistent messaging to the community
- Communicating the status of IDRP
- Maintaining communications through all phases of the infectious disease management process
- Managing internal and external communications

Communication Team will be proactive and as transparent and open as possible in the timely delivery of information to the university community and beyond with information that is informative and truthful.

5 Management Process

The university has established three (3) infectious disease periods to guide its management process. Each period is associated with specific objectives and actions.

A checklist for the activity for each period is located under Annex A.

Period	Description
Alert	The period leading up to the presence of significant numbers of cases based on City of Ottawa guidance
Outbreak	The period in which there are a significant number of cases on campus
Post-Outbreak	The period in which there are no longer significant numbers of cases on campus

Alert Period

The primary focus of the Alert period is on **awareness, education, and preparation**. During this period, the university will:

- Communicate awareness messages to the university
- Identify ways to promote awareness and prevention and initiate communication
- Increase resources throughout the university to support prevention methods
- Identify strategies to minimize and prevent the spread of infectious disease
- Ensure EMT team are aware of escalation response

Outbreak Period

The primary focus of the Outbreak period is on **response**. During this period, the university will:

- Implement measures to minimize the spread of Infection Disease (social distancing, protective equipment, closures, isolation, cleaning procedures)
- Implement a continuity plan for maintaining essential services
- Increase communication with the university community to promote situation awareness and response activities
- Implement liaison support with outside agencies

Post-Outbreak Period

The primary focus of the Post-Outbreak Period is on **recovery**. During this period, the university will:

- Manage return to normal operations
- Activate the debriefing and after-action process
- Communicate a confident message to the community

- Evaluate the IDRP as appropriate
- Restock resources (if applicable)

5.1 Notification Procedures

Carleton University's notification procedures ensure that proper and effective communication channels are developed, exercised, and implemented. The procedures are located within the Steering Group and Emergency Management Teams Notification Procedures standalone document.

5.1.1 Decision point for Closure or Suspension

The decision to close Carleton facilities or suspends academic operations will be based on the status of critical internal and external conditions impacting the health, safety, and security of the community and based on the supporting policy criteria. These conditions include:

- Recommendations or directives from Ottawa Public Health
- Closure and recommendation from the City of Ottawa
- Absenteeism levels (Students, Staff or Faculty)
- Sustainability of essential services
- Status of transportation systems

The Emergency Management Team will monitor these conditions and will make recommendations to the Executive Team, as appropriate.

5.1.2 Responsibilities in the event of Closure or Suspension

Faculty/Staff expectation

- Report to work unless they have been advised otherwise by their supervision, manager, or department head.
- If they are unable to report to work, they are to contact their department head to indicate the reason.

Student expectation

- Remain off-campus during the closure except for those living in residence
- If in-residence, follow the protocol established
- Continue to monitor Carleton home page for update

Once a re-opening of the campus has been announced, students are expected:

- Report to class on the identified day unless they are unable to do so.

6 Immunization, Travel Restrictions and Continuity Plan

Immunization

The university will advise members of the community location (if applicable) when this information becomes available from Ottawa Public Health.

Travel Restrictions

During an outbreak, the federal government may recommend travel restrictions to delay the spread of an outbreak to other areas. The university will follow the travel recommendation posted by Global Affairs Canada.

Continuity Plan

Continuity Planning is a proactive process that ensures the delivery of critical services during a disruption. The university has developed a guide to developing a Continuity Plan for administrative and academic departments. The guide is intended to assist departments in considering the actions that need to be taken to mitigate the potential negative effects of a disruption to normal business operations. All academic and administrative departments are expected to develop and maintain a continuity plan.

7 Revision Control

Revision History			
Revision #	Revised by	Details	Revision Date
1	Sal Ugarte, Emergency Management Officer	Created new IDRP based on CU 2009 Pandemic Influenza Response Plan	Sept 17, 2019
2			
3			

8 Appendices and Supporting Documents

The information contained in most appendices is confidential. They are located under the Emergency Management Officer control. Questions can be directed to the Emergency Management Officer at 613-520-2600 ext. 8535. Any annex noted as “Public” can be found on the Emergency Management website (link) or within the appropriate agencies that the information was retrieved from.

8.1 Appendices

Appendix A.....	Risk Algorithm to Guide PPE Use within the ID Plan
Appendix B.....	Best Practice and Recommendation for Preparedness and Prevention to an Infectious Disease
Appendix C.....	Checklist on Compliance of Infection Control Precaution Measures during Novel Infectious Disease
Appendix D.....	Checklist on handling of acute gastroenteritis cases during enteric viral
Appendix E.....	Staff Absenteeism Log
Appendix F	Critical Functions Worksheet
Appendix G	Emergency Contact List
Appendix H	Critical Supplies List
Appendix I	Questions and Initiatives for Action Planning for Essential Services/Functions
Appendix J	Action Plan for Maintaining Essential Services (Template)

8.2 Supporting documents

- A. Emergency Management Team and Executive Policy Team Notification Procedures
- B. Crisis Communication Plan
- C. Infectious Disease Information Data Sheet <https://www.canada.ca/en/public-health/services/infectious-diseases.html>