



IOWA STATE UNIVERSITY

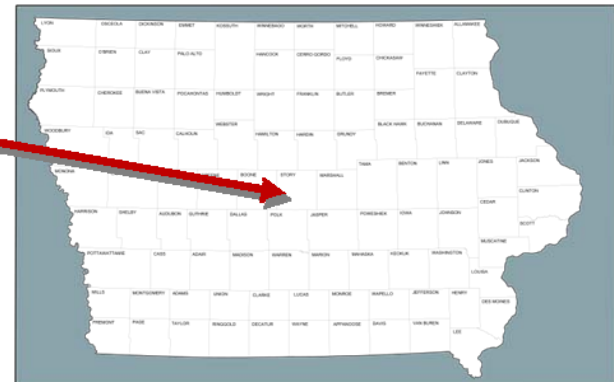
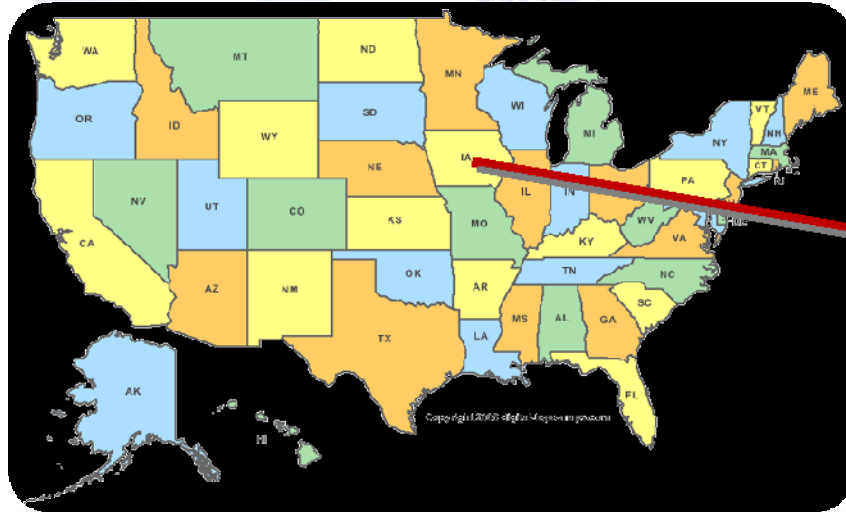
Pandemic Flu Planning

**EMERGENCY PREPAREDNESS
FOR A
BIOLOGICAL THREAT**

Bethzayda Matos, PhD
Biosafety Officer
Environmental Health & Safety

IOWA STATE UNIVERSITY

Pandemic Flu Planning



~3 million people
Agricultural State
Corn, Soybeans & Hogs

IOWA STATE UNIVERSITY

Pandemic Flu Planning



6,026 Faculty & Staff



26,856 students

21,607 undergraduates

4,718 graduates

531 Vet. Med. students



1,984 acres

802.9 hectares

IOWA STATE UNIVERSITY

Pandemic Flu Planning



State Gym in 1918

Expert Projections

- Estimated duration: 7-10 weeks
- Large percentage of workforce affected
- Highest susceptibility potential: 15-35 yr. olds
- Estimates:
 - 35% will become ill
 - 15% will require medical treatment
 - 2% mortality rate

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Pandemic Flu Planning

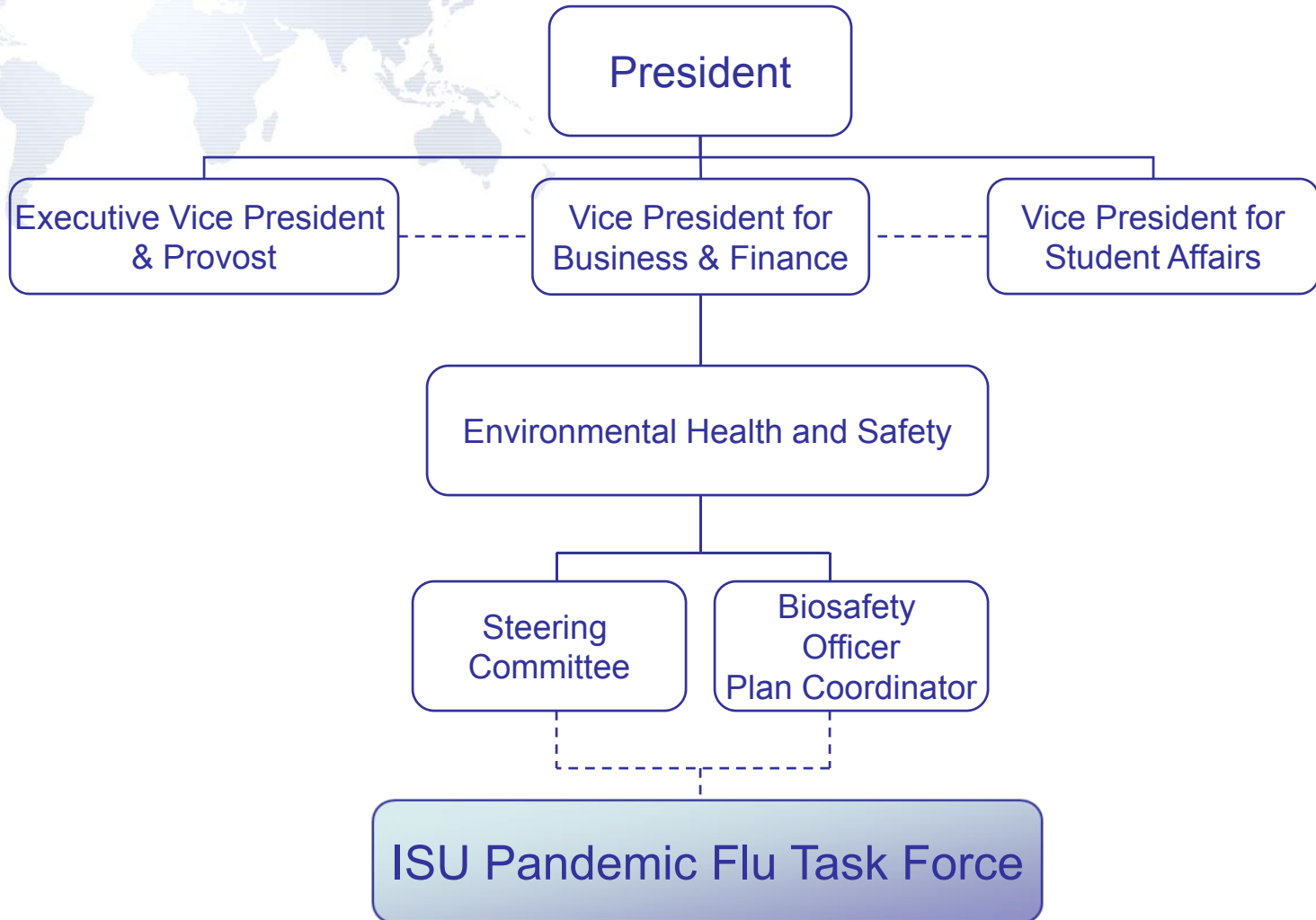
ISU planning is critical because:

- Largest entity in Story County
- High concentration of susceptible population
- Active campus
- International travel



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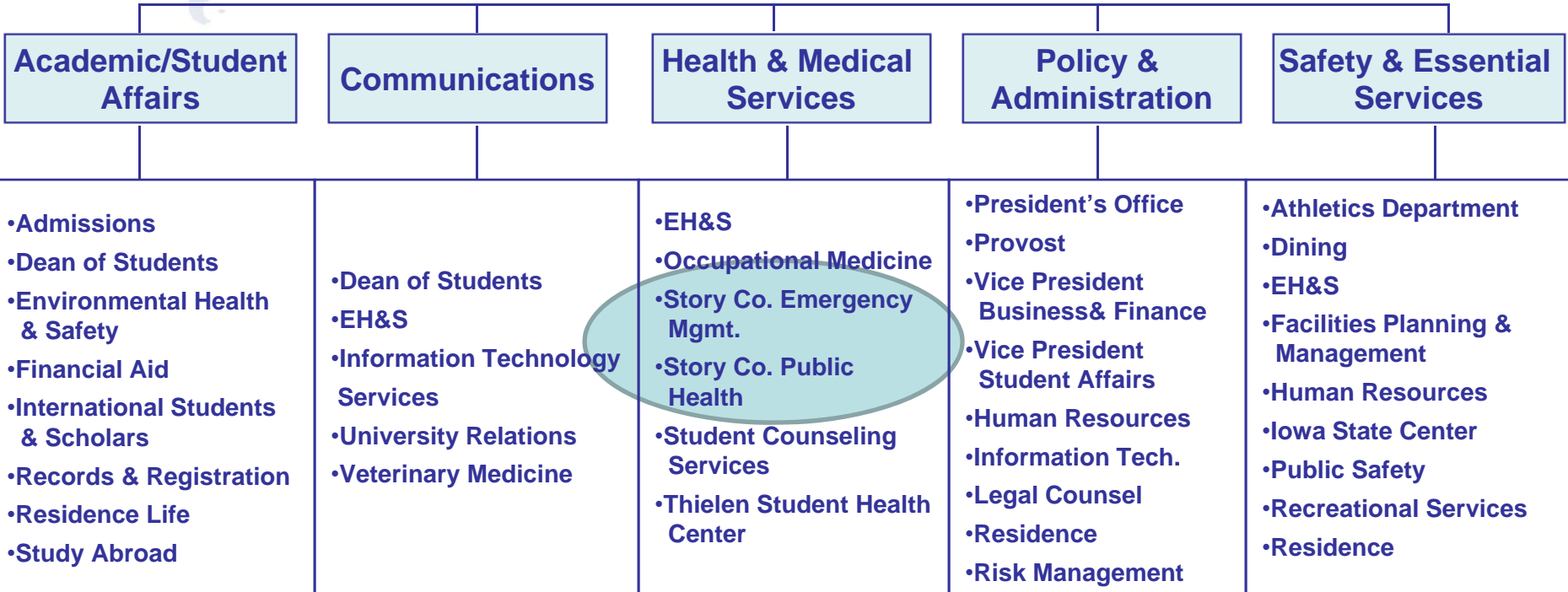
Pandemic Flu Planning



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Pandemic Flu Planning

ISU Pandemic Flu Task Force



Task Force objectives

- 1) Minimize risk of pandemic flu to students, faculty, and staff.
- 2) Support remaining students.
- 3) Continue essential functions.
- 4) After the pandemic, resume normal operations as soon as possible.

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Pandemic Flu Planning



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Academic/Research Departments



Template Development

- University of North Carolina - Chapel Hill
- Reviewed and modified to fit Iowa State University
- Paper Plan Tested by 12 ISU faculty and staff
- Web-Based format
 - Intended to facilitate self-directed completion.

Spreading the Word!!

- Inside Iowa State
- President, Provost, Deans
Cabinets presentations
- ISU Website
- President's Council –Fall Semester 2007
 - Define assumptions
 - Personnel: *Emergency vs. Essential*



AccessPlus Login - Mozilla Firefox

File Edit View History Bookmarks Tools Help

https://accessplus.iastate.edu/frontdoor/login.jsp absa

Most Visited Free Hotmail ISU Iowa State University ss1000-ol.pdf (applica... TWC 10 Day Weather Fore... CDC-OHS- Biosafety i... hazardinventory.pdf (...)

AccessPlus Login

IOWA STATE UNIVERSITY

Welcome to

A⁺ ACCESSPLUS

[About](#) | [Demo](#) | [FAQ](#) | [Contact](#)

Login Method: [Login Method?](#)

Login ID:

Password: [Forget your password?](#)

AccessPlus

The screenshot shows the AccessPlus web application interface. At the top right, it says "IOWA STATE UNIVERSITY". Below that is a navigation bar with tabs for "A+ Home", "Student", "Employee", and "uBusiness". A blue arrow points to the "uBusiness" tab. On the left side, there is a sidebar with links: "Favorites Admin", "ISU Alert", "ISU IDs", "Password Admin", and "Preferences". The main content area has an orange header with "A+ Home" and a search bar. Below the header, there are two main sections: "Personal Messages" which states "You do not have any personal messages at this time." and "Favorites" which provides instructions on how to add favorites to the application bar.

Students

- Grades/transcripts
- Accounts receivable
- Job opportunities

Employees

- Payroll
- Vacation/Sick Leave
- Reimbursement

uBusiness

- Faculty activities
- **Emergency planning**

IOWA STATE UNIVERSITY

Pandemic Flu Planning



▶ **Background**
Unit Objectives
Emergency Comm
Leader Succession
Emergency Access
Essential Funcs
Internal Depend
External Depend
Mitigation Strategy
Recovery
Special Consid
Addtnl Resources
Plan Exercises
Unit Overview
Requested Depndncy

A. Background Information

Emergency Access
Essential Funcs
Internal Depend
External Depend
Mitigation Strategy
Recovery
Special Consid
Addtl Resources
Plan Exercises

Business
Empl Reimbursement

General
[Emergency Plan](#)

Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.

A: Background Information

Three influenza pandemics are predicted by public health experts predict that another is likely some time in the future. No one can predict when it will occur. It is prudent to plan for one. In the event of an influenza pandemic, ISU will have four objectives:

Planning Assumptions.

- ◆ Minimize the risk of infection.
- ◆ Support students who remain on campus.
- ◆ Continue functions essential to university operations during a pandemic.
- ◆ After the pandemic, resume normal teaching, research and service operations as soon as possible.

Planning Assumptions. Although the precise characteristics of the next influenza pandemic are uncertain, ISU is basing its plans on the following assumptions:

1. To reduce the risk of illness, public health officials may request that ISU take social distancing measures such as canceling public events and suspending classes. If a severe outbreak were to occur, we should expect to suspend on-campus classes for 7-10 weeks.
2. Employee absenteeism will reach 40 percent for periods of about 2 weeks at the height of a pandemic wave, with lower levels of staff absent for a few weeks on either side of the peak.
3. For planning purposes, assume that absent employees include leaders, heads and personnel with primary responsibility for essential functions.
4. Fifty percent of your supplies will not be available during the 7-10 week period of contagion.
5. For planning purposes, assume that the wave will occur during the fall or spring semester.
6. It is likely that more than one wave will occur with decreasing severity.
7. It is unlikely that students, faculty and staff will be subject to mandatory quarantine orders. Instead, public health officials will rely on voluntary social distancing measures.

See ISU's "Assumptions- Risk Assessment"

Unit
Plan Development
Head of Unit
Email

• CLOSED 7-10 weeks
• Unit Plan Developer
• Head of the Unit

Submit Next

B. Your Unit's Objectives

The screenshot shows the ACCESSPLUS website interface. The top navigation bar includes 'ACCESSPLUS About | Logout' and 'IOWA STATE UNIVERSITY' with links for 'Home' and 'uBusiness'. A search bar and utility icons (W3C, Web Xact, Contact, Print, Help, Hide Tabs) are also visible. The left sidebar contains a menu with categories: 'Background' (Unit Objectives, Emergency Comm, Leader Succession, Emergency Access, Essential Funcs, Internal Depend, External Depend, Mitigation Strategy, Recovery, Special Consid, Addnl Resources, Plan Exercises), 'Business' (Empl Reimbursement), and 'General' (Emergency Plan). The main content area is titled 'Emergency Plan' and 'Information Technology'. A blue arrow points from the 'Unit Objectives' link in the sidebar to the 'B: Your Unit's Objectives' section. This section contains an orange banner with the text: 'Please provide the following information. Considering your unit's unique mission, describe your teaching, research, extension, and service objectives when the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.' Below the banner are three callout boxes, each containing a specific objective:

B: Your Unit's Objectives
Considering your unit's unique mission, describe your teaching, research, extension, and service objectives when the

“Suspend on-campus activity, but be available for leadership and policy meetings. Work by email and phone.”

“Suspend all research in progress but faculty may continue to perform "non-lab" related functions (reading literature etc.) from home. Online courses will not be interrupted and animal/plant/microbial care will be maintained.”

“Shut down research so that it can be reinstated at a later date”

C. Emergency Communications Systems

ACCESSPLUS
About | Logout

IOWA STATE UNIVERSITY

A Home uBusiness

Enter keyword W3C Web Xact Contact Print Help Hide Tabs

Emergency Plan

Information Technology

Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.

C: Emergency Communication Systems

All ISU employees are responsible for keeping informed of emergencies by monitoring news media reports, ISU's home page, calling the ISU Hotline number and/or listening to ISU's radio station, WOI AM 640.

To rapidly communicate with employees in an emergency, we encourage all units to prepare and maintain a call tree.

Note below the system(s) you will use to contact your employees in an emergency. Units should identify multiple communication systems that can be used for backup, after hours, when not on campus, or for other contingencies.

Phone/Call Tree Email

Pager Unit's Web Site

Instant Messaging Other

Submit Next

Note below the system(s) you will use to contact your employees in an emergency. Units should...

Phone/Call Tree Email

Pager Unit's Web Site

Instant Messaging Other

D. Unit Leadership Succession

ACCESSPLUS
About | Logout

IOWA STATE UNIVERSITY

Home uBusiness

Enter keyword W3C Web Xact Contact Print Help Hide Tabs

Emergency Plan

Information Technology

Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.

If you do not have any essential functions that are required to continue through a Pandemic, please check the "Submit" button after entering the Leadership Succession information. If you do have essential functions that must be completed during a Pandemic, Click on "Next" to continue.

D: Your Unit's Leadership Succession

List here the people who can make operational decisions if the head/chair/director of your unit is absent.

	Name	Phone	Alt Phone	Email
Head of Unit	Hope, Maury M	515-294-0323		@iastate.edu
First Successor	Beckman, Diane	515-294-0884		@iastate.edu
Second Successor	Jones, Rich	515-294-8018		@iastate.edu
Third Successor	McDonald, Carol G	515-294-8377		@iastate.edu

Submit Next

Business
Empl Reimbursement

General
Emergency Plan

Background
Unit Objectives
Emergency Comm
Leader Succession
Emergency Access
Essential Funcs
Internal Depend
External Depend
Mitigation Strategy
Recovery
Special Consid
Addtnl Resources
Plan Exercises

E. Emergency Access to Information Systems

ACCESSPLUS
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IOWA STATE UNIVERSITY

Home uBusiness

Emergency Plan

Information Technology

Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.

E: Emergency Access to Information and Systems

If access to your unit's information and systems is essential in an emergency, describe your emergency access plan below. This may include remote access (or authorization to allow remote access), contacting IT support, Blackboard, off-site data backup, backup files on flash drives, hard copies, Blackboard, etc.

Add

“Using remote access to ISU and other email systems. Keeping essential files backed up on server and on flash drives.”

Submit

“This plan makes the assumption that all college and central computer systems will be working, and that departments responsible for those systems will coordinate any and all changes made to their systems with the IT staff.”

Next

Business

Empl Reimbursement

General

Emergency Plan

F. Unit's Essential Functions

ACCESSPLUS
About | Logout

IOWA STATE UNIVERSITY

Home uBusiness

Enter keyword W3C Web Xact Contact Print Help Hide Tabs

Emergency Plan

Information Technology

Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.

If you do not have any essential functions that are required to continue under the above conditions, you have completed all that is needed. You do not need to complete the rest of this questionnaire. If you do have essential functions that must be completed during a Pandemic, add those items on this page.

F: Your Unit's Essential Functions

List below your unit's functions that are essential to operational continuity and/or recovery, and who is responsible for them. Make sure that

“Maintain our 24/7 Emergency Response for ISU study abroad students currently abroad. This function can be maintained remotely.”

Name	Phone	Alt Phone	Email
Primary			
Alternate			
Second Alternate			
Essential Function			
ess func 2			
Primary			

“Microbial cultures in Bessey Hall will be maintained by Yingjun Wang.”

“Plant care in Bessey Hall greenhouse will be maintained by Steve Mahoney.”

Remove

G. Key Internal (Within ISU) Dependencies

ACCESSPLUS
About | Logout

IOWA STATE UNIVERSITY

A Home uBusiness

Enter keyword W3C Web Xact Contact Print Help Hide Tabs

Emergency Plan

Information Technology

Please provide the following information under the conditions the university has suspended activities and closed for a period of time. Information is required to continue.

G: Key Internal (Within ISU) Dependencies
All ISU units rely on University products and services upon which your unit depends and the internal (ISU) units that provide them (for example LAR, EH&S, etc.).

Dependency (product or service)	"Power for -80 freezers" – Facilities Planning & Mgmt.	<input type="checkbox"/>
Provider (ISU unit)		
Dependency (product or service)	"IT services" – Information Technology Services	<input type="checkbox"/>
Provider (ISU unit)		
Dependency (product or service)	"Animal care" – Laboratory Animal Resources	<input type="checkbox"/>
Provider (ISU unit)		
Dependency (product or service)	"Facility Security" – Public Safety	<input type="checkbox"/>
Provider (ISU unit)		

Add Another Submit Next

Test

Requested Dependency

ACCESS PLUS About | Logout IOWA STATE UNIVERSITY

A Home Student Employee **uBusiness**

Emergency Plan-adm

- Information Technology Services

Please provide the following information under the conditions the university has suspended classes and closed for a period of 7-10 weeks due to a medical crisis. Only the most critical functions are proposed to continue.

Internal (Within ISU) Dependencies Requested
The following units have requested that you provide products or services.

Requesting Unit	Product/Service	Status
Business Services	Internet access, email, access and suppo	Accepted
VPBF	IT Services	Accepted
College of Human Sciences	IT Services	Accepted
Controllers Department	ITS jobs which process payroll must cont	Accepted
College of Liberal Arts and Sciences	Maintain email service and maintain elec	Accepted
Environmental Health and Safety	IT support, server support, network & we	Accepted
University Relations	E-mail and web server IT Services	Accepted
Office of the President	IT services	Accepted
Political Science	Maintain email service and maintain elec	Accepted
ISU Research Foundation	We will all need access to email	Accepted
Treasurers Office	Payroll, Bond Payments, Financial Aid, S	Accepted
Material Science & Engineering	Internet services (email, data access)	Accepted
Center for Industrial Research & Service	IT services	Accepted
Academic Programs	IT Services	Accepted
Research and Economic Development	In the event that some research continue	Accepted
Electrical & Computer Engineering	IT Services	Accepted

Status

Accepted

Accepted

Accepted

Accepted

Accepted

H. Key External Dependencies

A+ ACCESSPLUS
About | Logout

IOWA STATE UNIVERSITY

A+ Home uBusiness

Enter keyword W3C Web Xact Contact Print Help Hide Tabs

Emergency Plan

Information Technology

Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.

H: Key External Dependencies
List below the products, services, suppliers and providers upon which your unit depends. We recommend that you encourage them to prepare a pandemic influenza continuity of operations research, instruction, and service plan.

Dependency (product or service) Ext Dep 1 Remove

	Supplier/Provider	Phone
Primary	Iowa Supplies	515-294-3294
Alternate		

I. Mitigation Strategies

The screenshot shows the 'Emergency Plan' form for 'Information Technology'. A prominent orange banner reads: 'Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.' Below this, the 'I: Mitigation Strategies' section is titled 'Considering your objectives, dependencies and essential functions, describe below the steps you can take now to minimize the pandemic's impact on your operations. For example, you may wish to stock up on your critical supplies or develop contingency work-at-home procedures. This may be the most important step of your emergency planning process. These strategies should correlate to your unit's objectives and your essential functions.'

Strate	Forecasted Cost	Remove
Strat	5.00	<input type="checkbox"/>
Strategy 2	5,000.00	<input type="checkbox"/>
	5,005.00	

Additional elements include a 'Next' button, an 'Add' button, and a 'Test' watermark in the bottom left corner.

“Replacing desktops with laptops for portability.”
—\$12,000

“Stock up on supplies: gloves, respirators, biohazard bags, fit test supplies, waste management supplies, infection control supplies.” —\$15,000

“Crosstrain to provide backup for essential services.”

J. Recovery After the Pandemic

ACCESSPLUS
About | Logout

IOWA STATE UNIVERSITY

Home uBusiness

Enter keyword W3C Web Xact Contact Print Help Hide Tabs

Emergency Plan

Information Technology

Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.

J: Recovery After the Pandemic
Describe your Plan to fully resume operations as soon as possible after the wave has passed. Identify and address resumption/scheduling of normal activities and services, work backlog, resupply of inventories, continued absenteeism, the use of earned time off, and emotional needs.

Strategy

Strategy	Forecasted Cost	Remove
Additional waste management costs to dispose of increased medical/biohazard waste.-- \$20,000	75.00	<input type="checkbox"/>
Tap ISU's Employee Assistance Program to address <u>emotional</u> needs.	75.00	Next
Address continued employee absenteeism, earned time off and <u>emotional needs</u> on an individual and on a group basis, making use of Counseling Services and other resources.	75.00	Next

Business
Empl Reimbursement

General
Emergency Plan

Test

K. Special Considerations for Each Unit

ACCESSPLUS
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IOWA STATE UNIVERSITY

A+ Home uBusiness

Enter keyword W3C Web Xact Contact Print Help Hide Tabs

Emergency Plan

Information Technology

Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.

K: Special Considerations for Your Unit

Describe here any additional or unique considerations that your unit may face in a pandemic. Units with stockpiling needs must determine the items and quantities to be stockpiled, and the associated costs. Detailed information about stockpiles and costs must be submitted upward through the university reporting structure. Each of the major divisions of the university will submit a compilation of its proposed stockpiling budgets to central administration.

Add

“In the event ISU is quarantined before evacuations can commence, we estimate the need for 480 total personnel to continue operations in our facilities, housing both sick and healthy students/guests at maximum capacity.”

“Many of the services we will be asked to provide will rely on IT communications systems.”

Su Next

Test Test Test

L. Additional Resources and Planning Suggestions

<p>Leader Succession Emergency Access Essential Funcs Internal Depend External Depend Mitigation Strategy Recovery Special Consid ▶ Addtln Resources Plan Exercises</p>	<p>Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due a medical crisis. Only the most critical functions should be proposed to continue.</p>
<p>Business Empl Reimbursement</p>	<p>L: Additional Resources and Planning Suggestions The following is a list of resources, guidelines and policies that will help you plan for pandemic influenza.</p> <p>Training and Exercise To reduce anxiety units should train and exercise the plans.</p>
<p>General <u>Emergency Plan</u></p>	<p>Counseling Services Employee Assistance Program is available for faculty and staff who are working during a pandemic outbreak.</p> <p>Guidelines for Workplace Dispersement and Fitness to Work During a pandemic, employees will be encouraged to reduce face-to-face contact between employees, where possible. Increasing the physical distance between employees to three to six feet will reduce influenza transmission risk from coughing, sneezing or speaking. Employees who are sick should not report to work. Be prepared to implement procedures to reduce the workplace risk of transmitting influenza.</p> <p>Emergency Personnel Selection Guidelines Units should identify as "emergency personnel" those who are responsible for performing functions that are absolutely essential to the continuation of core university operations (e.g., protection of health or property, support of campus health service, feeding and taking care of animals, watering plants, maintain colonies, or payroll, etc.) during a multi-week public health emergency when classes and other university activities are suspended. "Emergency personnel" must satisfactorily perform their responsibilities in a public health emergency.</p> <p>Personal Protection Equipment To date, the U.S. Centers for Disease Control and Prevention (CDC) has issued pandemic influenza personal protective equipment (PPE) guidance only for patient care. The CDC is not likely to issue additional pandemic influenza PPE guidance until the threat becomes imminent. When CDC does issue guidance, ISU will follow it to provide the specified PPE (e.g., masks, gloves) to employees in CDC-identified high risk job classifications, and to employees who perform high risk duties identified by CDC. Units that wish to assess their PPE needs for pandemic influenza should contact the Department of Environment, Health and Safety for guidance: 294-5359.</p> <p>Home Emergency Planning for Individuals and Families Employees, students and their families should plan for any type of emergencies that could impact them in their home, apartment or residence hall. Don't wait-an emergency can occur at any time. Hurricane Katrina taught us that employees may not show up for work if they are concerned for the safety and security of their families. We recommend that your employees receive the following information, available at www.pandemicflu.gov:</p> <ul style="list-style-type: none">◆ Guide for Individuals and Families◆ Family Health Information Sheet◆ Pandemic Flu Planning Checklist for Individuals and Families◆ Emergency Contact Form

M. Exercising the Plan and Informing Staff

ACCESSPLUS
About | Logout

IOWA STATE UNIVERSITY

Home Student Employee **uBusiness**

Contact Print Help Hide Tabs

Emergency Plan-adm
- Environmental Health and Safety


Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due to a medical crisis. Only the most critical functions should be proposed to continue.

M: Exercising Your Plan & Informing Your Staff

The exercising of plans is the most critical step in determining if what has been identified is feasible, practical, and comprehensive. In many cases, small groups of individuals will be responsible for developing plans. The exercise phase broadens the scrutiny and can inform plan developers on how to make their plans stronger or expose gaps. To ensure the highest level of readiness in the event of an actual emergency, you should train your staff on the plan and conduct drills and exercises.

Actions for all units:	Applies	Does not apply
Plan dissemination All units should share their completed plans with staff relevant to plan implementation.	<input checked="" type="radio"/>	<input type="radio"/>
Staff orientation meeting Units should orient their staff on the expectations of their plan.	<input checked="" type="radio"/>	<input type="radio"/>
Emergency communication / call tree drill Units should test their emergency communication procedures and/or call tree implementation at least semi-annually.	<input checked="" type="radio"/>	<input type="radio"/>
Exercises for units with essential functions:	Applies	Does not apply
Off site information drill Units relying on off-site resources should test those procedures at least annually.	<input checked="" type="radio"/>	<input type="radio"/>
Unit drill Units with functions required during a medical crisis should test their plan annually within their unit. For assistance with this type of exercise, contact EH&S at 294-5359.	<input checked="" type="radio"/>	<input type="radio"/>
Tabletop exercise Various units would combine to test the interoperability of their plans annually. For assistance with this type of exercise, contact EH&S at 294-5359.	<input checked="" type="radio"/>	<input type="radio"/>
Other drills or exercises (describe)	<input type="radio"/>	<input checked="" type="radio"/>

N. Individual Unit Overview



About | Logout

IOWA STATE UNIVERSITY

[A Home](#)
[Student](#)
[Employee](#)
[uBusiness](#)

- Background
- Unit Objectives
- Emergency Comm
- Leader Succession
- Emergency Access
- Essential Funcs
- Internal Depend
- External Depend
- Mitigation Strategy
- Recovery
- Special Consid
- Addnl Resources
- Plan Exercises
- ▶ **Unit Overview**
- Requested Depndncy

Emergency Plan On

Environmental Health and Safety

Please provide the following information under the conditions the university has suspended activities and closed for a period of 7-10 weeks due to a medical crisis. Only the most critical functions should be proposed to continue.

A: Background Information for Pandemic Influenza

Unit Environmental Health and Safety

Lead Developer Jewett, Angie Sue Finalized 2007-11-07

	Name	Phone	Alt Phone	Email
Head of Unit	Inyang, Aniefiok D	515-294-7676		

B: Your Unit's Objectives

Continue to provide health and safety support to the university community. This may include, but is not limited to: biohazardous waste handling, respirator fit testing, and other services as needed.

C: Emergency Communication Systems

Phone/Call Tree Email
 Pager Unit's Web Site
 Instant Messaging Other

D: Your Unit's Leadership Succession

	Name	Phone	Alt Phone	Email
Head of Unit	Inyang, Aniefiok D	515-294-7676		
First Successor	Kerns, Kenneth C	515-294-0746		
Second Successor	Richmond, Paul E	515-294-9698		
Third Successor	Simpson, Steve A	515-294-7675		

E: Emergency Access to Information and Systems

EH&S currently contracts with IT support services.

F: Your Unit's Essential Functions

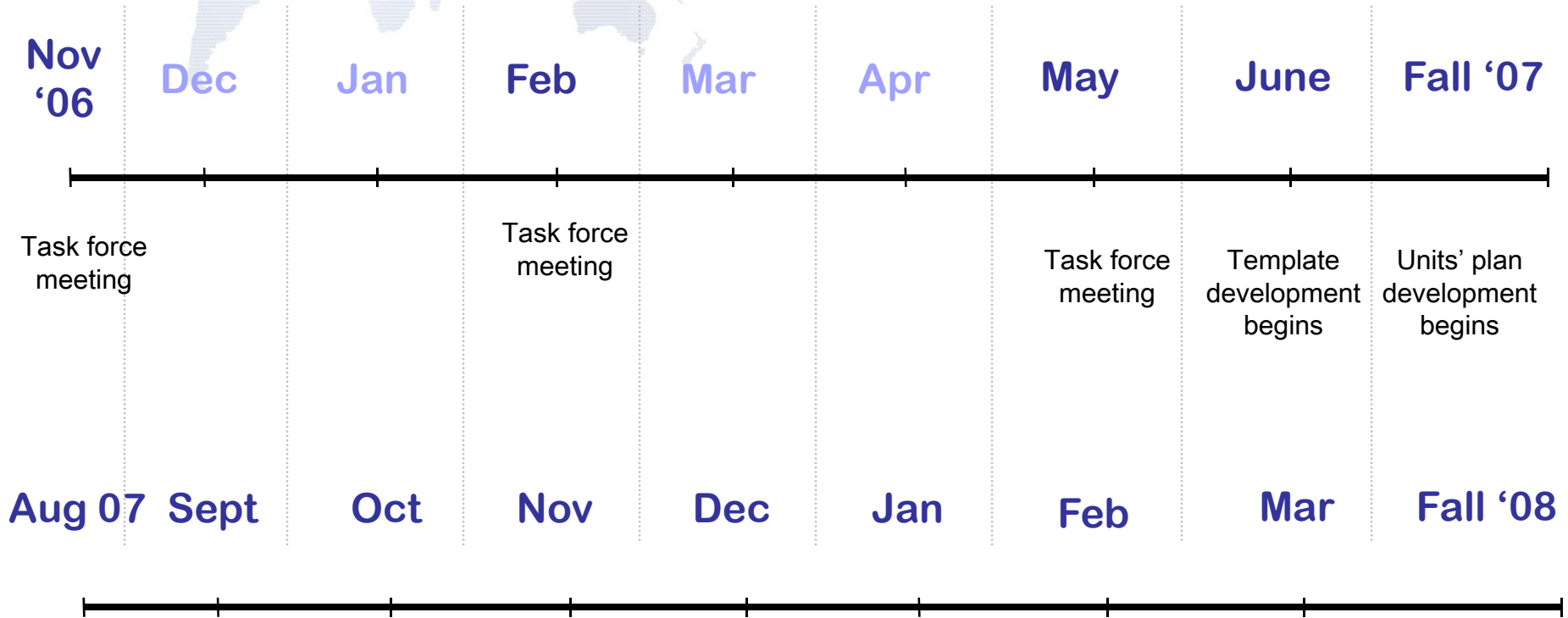
Function EH&S liaison to the ISU Emergency Operations Center.

Done
accessplus.iastate.edu

IOWA STATE UNIVERSITY

Pandemic Flu Planning

Timeline



Units completing the web-based template

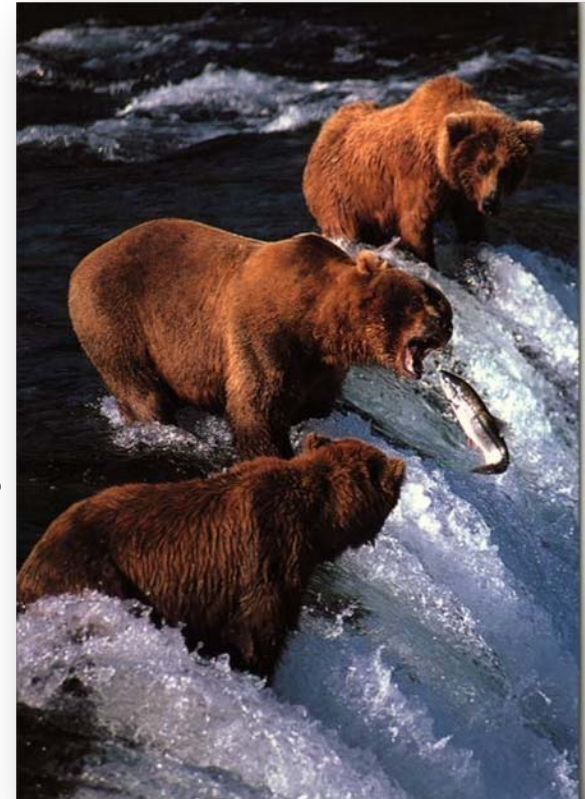


Review Process



Lessons Learned

- Academics—*pending*
 - Board of Regents
- Website just for this project
- Test web-based
- Within departments
 - What would we do without Internet?
 - Need to plan for losing employees
 - Cross training is very important





IOWA STATE UNIVERSITY

Pandemic Flu Planning

“The threat has by no means receded, and we would be very unwise to let down our guard or slacken our preparedness measures”

Dr. Margaret Chang, *Director-General WHO, 2008*