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Pandemic planning

Can your business withstand major workforce disruption?

Are you ready?

- **Have you revised** your human resources policies to prevent contagious diseases spread in your organisation?
- **Do your employees know** what to do if they or family members fall ill?
- **Do your** travel policies include guidelines for communicating quickly with your business travellers?
- **Are you confident** your critical suppliers are prepared too?
- **Have you integrated** your customers' and suppliers' pandemic response plans into your organisation's pandemic plan?
- **Have you identified** triggers that indicate when to advise a portion of your workforce to work from alternate premises?
- **Can your processes and systems** support a large portion of your workforce working from alternate locations?

The outbreak of H1N1 over a decade ago saw many organisations build pandemic plans in preparation for the worst. It is time to revisit these and ensure they are fit-for-purpose for your organisation in 2020. This review should be by a cross-functional committee to ensure all views are taken into account. If you find you do not have a plan, it is time to develop one.

Pandemic plan or business continuity plan?

Deloitte recognises that a pandemic may have a severe short-term impact on many businesses. Your business will be at risk for problems caused by absenteeism, not only from employee illness but also because people may stay away from work due to school closings, transportation shutdowns and fear of becoming infected. Prevention planning is critical to the well-being of your employees, and continuity planning is critical to the well-being of your business.

Developing the resiliency to withstand a sustained pandemic crisis starts with identifying the specific risks posed by a pandemic that are unique to your business and taking the appropriate steps to mitigate them. Your organisation must develop plans to address greater absenteeism among both your staff and your extended enterprise – including your suppliers, customers and business partners. Most critically, you must integrate your pandemic planning into your overall business continuity strategy to eliminate potential conflicts and confusion.

A comprehensive pandemic readiness assessment

To help resolve these issues, Deloitte developed a comprehensive pandemic readiness assessment to provide you with an independent evaluation of your existing

plan, pinpoint potential gaps and identify practical solutions to address these gaps. Through this process, your business will gain a perspective on the maturity of your company's pandemic planning relative to eleven critical components identified by Deloitte:

Whether you are well along with your plan or just getting started, Deloitte has the people and the approach to help you plan and prepare, including specialists in:

- Crisis and resilience
- Risk management
- Medicine, nursing and public health
- Human capital and organisational change
- Supply chain management and technology
- Strategic and operational planning

By adapting our proprietary methodologies to the exigencies of pandemic planning, our multi-disciplinary practice has focused on addressing the possibility of a pandemic. As a result, we can apply proven strategies for addressing a wide range of contingencies to the challenges a pandemic will bring. Thanks to the strength of Deloitte's many specialties and disciplines, we can help you prepare and put processes in place to address changes as this pandemic evolves.

Don't leave things to chance

The effects of a business disruption can be wide-ranging, extending from a loss of productivity to significant revenue shortfalls. To protect your company, employees, customers and partners, you must ensure you have an appropriate plan in place to respond to the threat of a pandemic.

Key components

Leadership/decision making	Implement a Pandemic Planning and Coordination Unit (PPCU) as part of the existing Business Continuity Planning (BCP) function.
Education	Increase awareness and knowledge about prevention and treatment through clear, consistent, medically appropriate information.
Communication	Communicate the response plan and approach to employees and their families, customers, suppliers, and partners.
Employee wellness	Review contracts with health plans and provider networks to determine coverage and provision of services such as vaccinations and access to medical facilities.
HR policies and procedures	Identify core staff and functions and establish policies and procedures during the pandemic.
Travel policies and procedures	Put mechanisms in place to monitor the latest travel guidance for affected areas and prepare to make decisions and communicate quickly with your business travellers.
Public/private partnerships	Develop and maintain valuable partnerships with critical trading partners and stakeholders such as unions and public health agencies.
Risk and legal	Identify likely threats in order to decrease the risk of threat occurrence and contain damage. Develop risk mitigation policies and procedures.
Key business processes	Develop policies and processes to maintain operational effectiveness during a pandemic.
Teleworking	Identify organizational and technical infrastructure requirements to minimise the potential disruption resulting from a pandemic.
Critical suppliers	Review demand, distribution, and production plans and link strategies with critical to maintain critical business processes.

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