

Pandemic Influenza Continuity of Operations Planning: Writing the Plan Was the Easy Part!

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Topics

- **The plan** – General Characteristics
- **Oh No! Now I'm in trouble:** Some key and representative implementing challenges
 - Plan coverage
 - Command and Control of the Laboratory
 - Work-at-home
 - Health Services
 - Preparing the Laboratory population
 - The supply chain
 - Policy



The Plan – General Characteristics

- Focus of the plan is on two goals:
 - Protecting the workforce
 - Focus on good preparation, then during the event, protection of people
 - Continuing the Mission
 - Multiple modes of operation under changing conditions at multiple sites with multiple populations
 - Keep essential functions going!



Plan Coverage

- Who is covered? (who is in our family?)
 - Employees – Clearly!
 - On-site contractors – Are they not in our family? We can't do without them for some essential functions!
 - Parent company employees
 - Linked through the corporate plan
 - NNSA/DOE employees
 - In the family? Disparity of protectiveness if not covered in Sandia's plan!
 - Who approves who gets covered?



Plan Coverage

- Anti-viral / Vaccine priorities
 - Must map ACIP and NVAC recommended priorities to the population covered under the plan (this is not straightforward!)
 - How to distribute the supplies under stressed, and unknown conditions
 - Who approves the prioritization?



Command and Control of the Laboratory

- Unusual conditions spread out over a long time under multiple modes of operation
- Need to create clear command and control but with adaptability and resiliency
- Lab closed, work at home is a particular challenge



Work-at-Home (which is not telecommuting!)

- Preparation and training is an extensive task
- How do we provide IT resources to upwards of 5,000 people working at home?
 - Who needs to, who doesn't need to use the IT resources
 - Rationing and the criteria (binning)
 - Restructuring the IT infrastructure
 - Reduce VPN, increase secure gateways, deal with hardware and software capacity and configuration
 - Using pathways with excess capacity not currently utilized
 - Testing
 - Snow days provided the only data point – 400 concurrent connections, and that number hit the limit!
 - How to get a valid test? Have 5,000 people try it? - a significant preparation and testing challenge



Health Services

- Availability
 - Sandia exists on a military base that may be closed – mission critical only and **the clinic is inside the base!**
 - Work-at-home mode of operation likely at some point
 - Establishing an off-site clinic
 - What about all the remote sites?
 - Disparity in provision of health services provided is likely
- Anti-viral and vaccine distribution
 - Logistics, legal and inter-state issues for multiple sites in multiple states



Preparing the Laboratory Population

- What information, and when?
 - Pre-pandemic
 - During the pandemic
 - During the recovery period
- What and how and when to provide “push” information
 - Training, and verification of training
- What and how to provide “pull” information
- Manager and Employee “Toolkits”



The Supply Chain

- Where to start?
 - Essential people, essential functions
- What is the status of planning for pandemic influenza in the supply chain?
 - Thousands of suppliers, some working exclusively on a JIT business model
- What to stockpile, and where do you put it?



Policy

- Sickness-absence – what additional benefits, extension of time frames, qualifying conditions?
- Paying or not paying people who would not have work?
 - Some people have no work under the “work-at-home” mode of operation
 - Contractors?
- Supply Chain contracts
 - Current contract language, building in business continuity planning requirements
- Mission Critical
 - Policy and procedures, additional family support (medication)
- Contingent Policy
 - “Emergency” prime contract provisions (NNSA/DOE/Sandia contract)
 - Definition of qualifying continuity events that would invoke “emergency” provisions
 - Definition of “who pays” under those “emergency” provisions



The whole picture

- Issues I've presented are just a fraction of the total
- Making the plan one that can actually be successfully implemented is the real heart of the challenge

Writing the plan was the easy part !!



Questions ?

EXPECT THE UNEXPECTED

